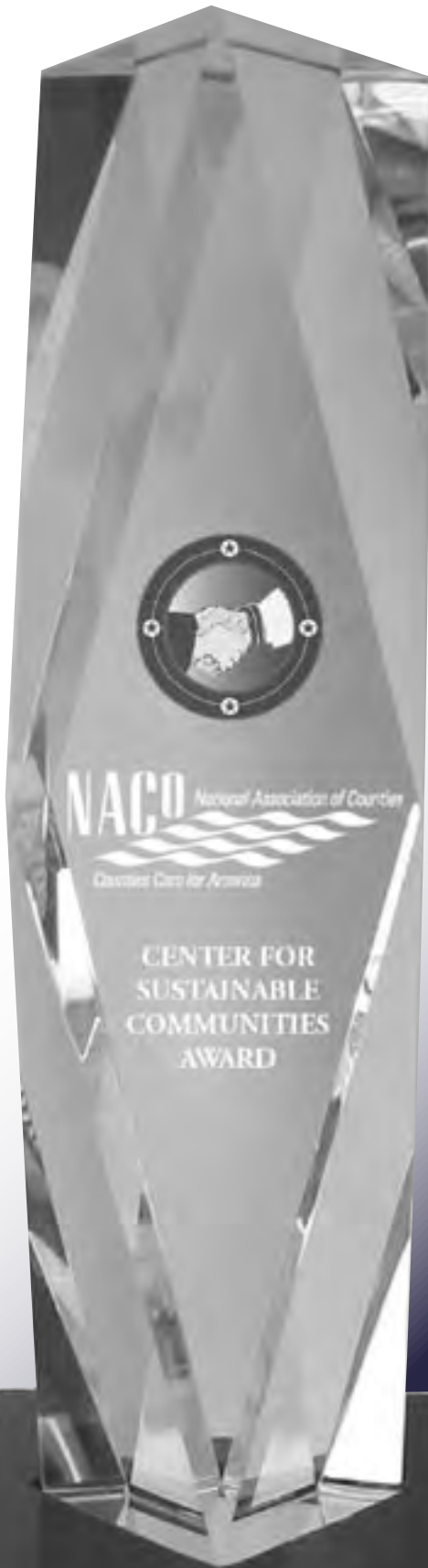


**National Association of Counties
Center for Sustainable
Communities**

2005

Sustainable Community

*Awards
Program*



NACO *National Association of Counties*
Counties Care for America

April, 2006

On behalf of the National Association of Counties, we extend our heartiest congratulations to the winners of the 2005 NACo Center for Sustainable Communities Awards. The Awards highlight the accomplishments of counties that have worked together with other governments, private sector, and community leaders to improve the lives of their citizens. From the economy to the environment, from health care to housing, America's county leaders are on the front lines in addressing issues that directly impact citizens on a daily basis.

As the accomplishments of the twelve award winners attest, while county officials are closest to the problems, they are also closest to the solutions. By exerting strong leadership and collaborating with private, non-profit, community and faith-based partners county leaders have met pressing local challenges with innovative local solutions.

Congratulations once again to the all of the NACo Center for Sustainable Communities Award recipients. Your experiences, lessons and successes will pave the way for many other communities to do wonderful things to create the types of communities where citizens want to live, work, play and raise their families.

Thank you for your leadership, your vision, and your commitment.



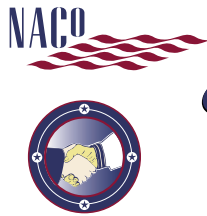
A handwritten signature in black ink that reads "Bill Hansell".

Bill Hansell
President



A handwritten signature in black ink that reads "Larry E. Naake".

Larry E. Naake
Executive Director



CENTER for SUSTAINABLE COMMUNITIES *County Leaders Building Partnerships for a Livable Future*

The Center for Sustainable Communities' primary mission is to provide a forum for county leaders to work with other governments, the private sector, and communities to develop policies and programs that will lead to economic enhancement, environmental stewardship and social well being — the three pillars of sustainable communities. The Center helps local elected officials build sustainable communities by promoting community leadership initiatives, facilitating multi-jurisdictional and public-private partnerships, providing technical assistance and training, and conducting community policy and educational forums.

The Center provides local elected officials with assistance in using policies and tools necessary for creating sustainable communities. In particular, local elected officials are interested in finding more cost-effective and comprehensive ways to address such issues as transportation management, brownfields revitalization, environmental protection, housing, energy conservation, job training, health, and public safety.

Although the Center's primary function is to serve counties, it has been a facilitator of partnerships across jurisdictional lines. Through a six-year partnership with the United States Conference of Mayors focusing on sustainability and regionalism, the Center worked closely with America's cities in addressing economic, environmental, and equity issues, producing an extensive library of technical assistance materials to address the challenges facing local governments.

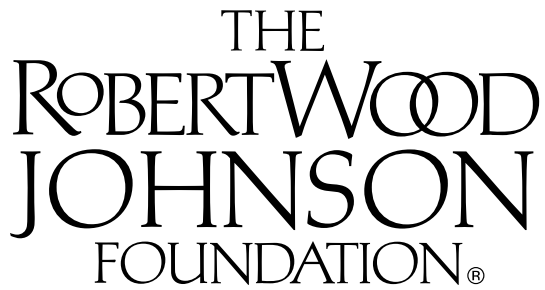
While the Center is not a repository of all relevant information on sustainable development, with its access to public and private sector leaders nationwide, it is a catalyst to help local government officials find solutions to problems facing their communities.

For more information about the Center for Sustainable Communities and its programs, please contact:

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The Center would like to thank the following partners for their generous support:



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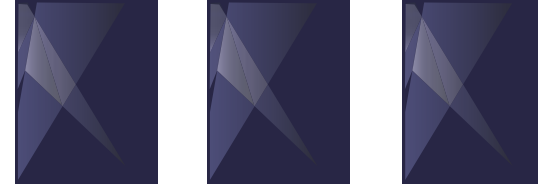
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2005-2006 CENTER FOR SUSTAINABLE COMMUNITIES AWARDS JUDGING PANEL



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This report profiles the initiatives of the winners of the 2005 NACo Center for Sustainable Communities Awards Program. Each effort is an outstanding example of county officials coming together with key stakeholders from other levels of government, the private sector, faith based and/or community groups and accomplishing great things to enhance their community.

The honored initiatives offer key lessons in leadership, visioning, citizen engagement and partnership building applicable to communities across the country. While the individual projects cover a host of different issues, the diversity among honored counties in size, resources and geography should provide hope and encouragement to any leader looking to improve their community.

The twelve award winners were selected through a two tier process culminating with judging by an expert panel of county officials, private sector and foundation leaders in smart growth, development and sustainability. Projects were evaluated based upon their innovation, transferability, replicability and demonstration of the principles of sustainable development—economic enhancement, environmental stewardship, and social equity.

The first phase of the judging process resulted in a pool of twenty-one Finalists which were passed onto the judging panel. All of the Finalists presented strong initiatives that embodied various aspects of sustainable community development, with several encompassing more than one.

Several common threads weave their way throughout the initiatives undertaken by the 2005 Center for Sustainable Communities Award recipients. Those lessons, if implemented by other counties, will go a long way towards assuring similar success no matter what issue they are looking to address. The following themes recur throughout the projects. Readers are encouraged to look for them in the profiles that follow, but more importantly, look to see how they can be applied in their own communities.

1. **Innovation knows no boundaries.** One thing that becomes clear upon review of the projects is that size truly does not matter. Innovation, commitment and creativity are not limited by population or even resources. The accomplishments of small rural counties with few staff and financial resources stand shoulder to shoulder as equals with those of large urban counties with millions of citizens and budgets to match. The projects profiled cover counties with land areas and populations as large as entire states down to the geographically smallest county in the country. The accomplishments of the smallest communities are as equally impressive as the largest.
2. **Know your county—its challenges, opportunities and assets.** Time and again the first step taken towards achieving success was self examination and analysis. Although there were some projects that brought in partners or expertise from the outside, in most cases, the solution was found within through maximum capitalization upon the visible and hidden assets of the county. Some of those tangible and intangible assets included: a strong business community; the presence of military bases; windiness; baseball and football, and even the Girl Scouts.

3. **Take advantage of the ideas and expertise of good staff.** Several of the initiatives started either by elected leaders empowering staff to be creative and innovative, or by elected leaders trusting staff and taking a chance based on their recommendations. While decision making is ultimately the responsibility of the elected leader, those who are willing to empower, listen to and at least consider the recommendations of staff will likely fair well.
4. **Be flexible, open, and willing to take another look.** Among the winners is a project that is in existence wholly because of the willingness of elected leaders to listen to something new and change a course of action that had already been embarked upon. Although this decision was the key factor in that project, throughout are examples where local decision makers were open to fresh approaches to addressing problems. They were willing to consider and sometimes devide options until at bthat point, ‘just weren’t done.’ And they found partners in other governments, the community, the schools, and private sector who were willing to go with them.
5. **Partnerships are a key to success.** Be creative in seeking them out. While counties took the lead in most every initiative profiled, none of them worked alone. Each and every winning innovation required some sort of collaboration and partnership. While several of these partnerships formed naturally around issues of clear mutual interest, there are also a number of non-traditional partnerships entered into by business leaders who wanted to be responsible contributors to the entire community. Their engagement by visionary county leaders resulted in businesses supporting projects outside their core function, but important to the vitality of their community. Home builders and banks partnering on health and wellness issues. Coffee companies partnering on parks. Baseball and football teams partnering on recycling. These partnerships happened at the intersection where strong county leadership and outreach met responsible corporate citizenship.
6. **Patience really is a virtue.** While the accomplishments of several winning communities appear new, none are overnight success stories. Many required a significant amount of time from concept to realization with several false starts along the way. In fact, most of them are ongoing efforts that continue to unearth new challenges, develop new opportunities, and add new partners. For some, the full impact may not be realized for decades and their ultimate benefit will be derived by people who have not even been born yet.
7. **The most successful initiatives engage citizens as active participants.** This is not the same as posting some signs to announce a public meeting. In many of the communities profiled, detailed formal mechanisms for engaging citizens were put into place. In fact, citizens were often directly responsible for producing recommendations and guidelines, overseeing the conduct of programs, and in some cases actually carrying out the initiative themselves. These efforts went beyond the typical objective of simply gaining citizen ‘buy in’ to creating citizen *ownership, responsibility and accountability*.

As a group, the award finalists address some of the most pressing challenges facing our communities and provide useful insights for others in similar situations. Therefore, following are brief profiles of all twenty-one finalists, categorized by the major challenges their initiatives address. Readers are encouraged to review the profiles and

CITIZEN HEALTH & CREATING HEALTHY COMMUNITIES

contact the communities they are interested in through the information provided.

Shasta County and Redding School District, California:

Public Health—School Partnership: Health is Academic

Shasta County Public Health, the Shasta County Office of Education, and numerous school districts have come together to help combat the rising obesity epidemic among children. Two districts have received awards for their nutrition and physical activity policy from the State Superintendent of schools (only three awards were given across the state) and 40% of all elementary students participate in an improved physical education curriculum. The county has also created a Health Education Collaborative comprised of superintendents, teachers, food service staff, nurses, board members, and health educators to work together to improve the health of children.

(Contact: Terri Hosler at (530)245-6869 or tfieldshosler@co.shasta.ca.us)

Broomfield City/County, Colorado and Pulte Homes Colorado Division:

Innovative Partnership on Health, Wellness and Sustainability

Broomfield and Pulte Homes are partnering on several community health and wellness initiatives as well as innovative efforts promoting sustainable development. Efforts include collaboration with *America on the Move* encouraging citizens to increase their physical activity; a healthy eating and active living initiative in partnership with *Thriving Communities* to strengthen trail connectivity and help schools improve nutrition and increase physical activity; and, the *First Annual Community Wellness Fair*. Together, they are utilizing a major new development community, Anthem Colorado at Broomfield, as a central point for creating a more livable community. (Contact: Mr. Kevin Standbridge at (303)438-6384 or kstandbridge@ci.broomfield.co.us)

DeKalb County, Georgia; Aetna Insurance; and, RBC Centura Bank—Wesley Branch:

DeKalb Walks: Walk for the Health of It Initiative

In early 2005, the DeKalb County Board of Health officially presented its Status of Health In DeKalb Report citing an alarming number of preventable deaths in the county—a great deal of which were obesity related. In response, Commissioner Larry Johnson introduced a resolution designating walking as the “Official Exercise” of DeKalb County. From this beginning, the *DeKalb Walks: Walk for the Health of It* initiative was launched. The initiative is a year-long effort that promotes a healthier and fitter DeKalb. With the support of Aetna Insurance and RBC Centura Bank, residents are receiving encouragement and assistance in incorporating physical activity into their daily routines. (Contact: Commissioner Larry Johnson at (404)371-2425 or larryjohnson@co.dekalb.ga.us)

Campbell County, Kentucky; Northern Kentucky Univ.; and Montague, Eippert and Associates:

Successful Aging Through the Wellness Center

In 2005, the Campbell County Senior Center Wellness Center was opened to the public. It is the only Senior Center in Kentucky that includes a comprehensive Wellness Center, funded entirely through the Campbell County Fiscal Court payroll tax. The programs offered respond to the needs of the whole person in a supportive environment, encouraging independence and healthy behavior. The Center helps to reduce institutionalization of older adults, educate seniors about health issues, and enhance geriatric studies that will be used to improve quality of life for the aging “baby boomer” generation. (Contact: Ms. Pat Dressman at (859)547-1870 or pdressman@campbellcountyky.org)

Morrison County, Minnesota and the Central Minnesota Initiative Foundation:

Morrison County Methamphetamine Reduction Project

Morrison County, the Central Minnesota Initiative Foundation, and county residents have been engaged in a broad based effort to reduce the impact of methamphetamine production and use in the county. As part of a comprehensive initiative, the county enacted an ordinance that requires testing and clean-up of meth labs. Medical protocols for meth were put in place, and an educational campaign was initiated to raise awareness of its dangers. Key to the success of the program has been comprehensive citizen engagement supported by a series of specialized task forces to assure that residents recognize that the meth problem is everyone's problem.

(Contact: Ms. Kirsten Hoese at (320)632-0345 or kirstenh@co.morrison.mn.us)

McKinley County and the City of Gallup, New Mexico and Community Pantry:

McKinley County Fighting the Dragon of Poverty, Hunger and Health

McKinley County was designated by the United States Department of Agriculture as having some of the highest hunger and food insecurity levels in the United States. As a result, McKinley County enlisted the assistance of the City of Gallup and other entities to form a food bank called the Community Pantry. Currently, the Community Pantry operates several programs for food distribution, distributing seven million pounds of produce and two and a half million pounds of dry goods and other foods during 2005 while adding \$1.7 million in property value and seven full time jobs to the community. (Contact: Mr. Tom Trujillo at (502)722-3868 or speedy@co.mckinley.nm.us)

ENERGY EFFICIENCY, ENVIRONMENTAL STEWARDSHIP

Jackson County, Missouri; the Kansas City Chiefs; Kansas City Royals; Bridging the Gap; Deffenbaugh Recycling; and, the Mid-America Regional Council:

Royal and Red... With a Touch of Green

Through the leadership of County Executive Katheryn Shields, Jackson County and local environmental leaders developed partnerships with its local professional sports teams, the Kansas City Chiefs (football) and the Kansas City Royals (baseball) to implement a recycling education and collection program. This innovative program educates over a million sports fans a year, saves money and resources for the franchises, and diverts hundreds of tons of waste from local landfills. (Contact: Mr. Chris Bussen at (816)795-1246 or cbussen@jacksongov.org)

Story County, Iowa and Interstate Power and Light Co.—An Alliant Energy Company:

Energy Efficiency in Story County, Iowa

Story County, Iowa is committed to sustainability through the incorporation of energy-efficient building design and products. Beginning with its Human Services Center, the county has embarked on a concerted effort to lead the way in energy efficiency in Iowa. Through their example energy efficiency is now becoming the norm, not only in the county but in the schools and throughout the region, and they are now seeing annual savings on energy costs of over \$200,000. (Contact: Mr. Al Hahn at (515)382-7401 or ahahn@storycounty.com)

Cascade County, Montana; Montana Dept. of Environmental Quality; National Renewal Energy Laboratory; and Wind Powering America: *Cascade County Wind Power Marketing Program*

The Horseshoe Bend Wind Park project has won Cascade County recognition as home to one of the state's first utility grade wind farms. The park is a reality in large part due to innovative marketing efforts leveraging county and community resources initiated by County Commissioner Peggy Beltrone. The effort to secure the nine megawatt wind park leveraged several aspects of the County's marketing program, including developing enhanced wind data maps and providing them free to potential developers. These improvements resulted in better information on site selection and development potential, allowing the county to pin-point successful wind farm sites with exceptional accuracy, and alleviate much of the risk for the developer. (Contact : County Commissioner Peggy Beltrone at (406)454-6814 or beltrone@co.cascade.mt.us)

Atlantic County and Atlantic County Utilities Authority, New Jersey:

A Partnership for Energy Efficiency and Environmental Protection

Alternative energy is no longer a thing of the future. It is a thing of the present, and Atlantic County is showing the nation why. Atlantic County has taken steps to address energy supply issues utilizing clean, sustainable forms of energy. Projects include a landfill gas to energy project and an administrative building that uses green energy and geothermal heating and cooling. As a result of the county's progressive actions, nearly half of its energy needs are supplied by alternative energy. (Contact: Ms. Monica Czaplinski at (609)272-6941 or mzczaplinski@acua.com)

ECONOMIC OPPORTUNITY, HOUSING, & SOCIAL EQUITY

Maricopa County, Arizona and Human Services Campus LLC Members:

Human Services Campus

The establishment of a \$25 million Human Services Campus (HSC) in downtown Phoenix, Arizona is the result of a unique collaborative effort among several sectors of the community to address a chronic homelessness problem. This collaboration not only achieved the vision of a new campus in central Phoenix to serve individuals from throughout the Valley of the Sun, but also serves as a catalyst for regional solutions to the problems of homeless throughout Maricopa County and beyond. Of particular note, rather than impeding housing values, the HSC has actually increased the value of homes in its surrounding community while bringing dignity and services to an at risk population. (Contact: Ms. Linda Mushkatel at (602)506-7062 or lmushkat@mail.maricopa.gov)

Somerset County, Pennsylvania; Allegany College of Maryland; Penn State Cooperative Extension; and, the U.S. Department of Agriculture: *Educational Services Building Expansion Project*

For decades, Somerset County residents lacked access to local postsecondary education. Residents realized the need for higher education in the county, but no Pennsylvania college was willing to establish a Somerset County Campus. Instead, Allegany College of Maryland accepted the invitation. With Allegany College of Maryland as the primary provider, the Somerset County Campus has grown into a college location providing both course credit and workforce development opportunities for students, employers, and employees. It features a new academic facility that will house two computer laboratories, three classrooms, physical science, microbiology, and nursing laboratories, and offices. (Contact: Ms. Michele Beener at (814)445-9848 or mbeener@allegany.edu)

Milwaukee County, Wisconsin and the Good Jobs and Livable Neighborhoods Coalition:

The Park East Redevelopment Compact

In 2005, Milwaukee County passed legislation to ensure that community residents would benefit from development on sixteen county-owned acres in downtown Milwaukee. Developed through collaboration with community and faith-based groups, the Park East Redevelopment Compact (PERC) sets wage requirements on construction work in the area. It requires local hiring, affordable housing, and public green space on the site, and creates an enforcement structure to assure that those community design and economic enhancement goals are met.

(Contact: Mr. Kori Schneider (414)278-1240 or korischneider@mcleodusa.net)

COMMUNITY VISIONING/PLANNING, CITIZEN ENGAGEMENT, DOWNTOWN REVITALIZATION

Solano County and the City of Fairfield, California:

Solano County Government Center

The Solano County Board of Supervisors and the Fairfield City Council developed a multi-tiered partnership centered around the development of a new government center in downtown Fairfield. The collaboration resulted in the consolidation of government administrative functions in a single location built largely by local laborers. The new development created a community plaza, preserved historically sensitive structures, strengthened community-based organizations, and spurred private investment in the rehabilitation of existing buildings. The project is playing a critical role in the revitalization of downtown, acting as a catalyst for private investment.

(Contact: Mr. Kanon Artiche at (707)784-7908 or kartiche@solanocounty.com)

New Castle County, Delaware and the Claymont Renaissance Development Corporation:

Claymont Hometown Overlay District

In early 2000, a dedicated group of citizens from Claymont, Delaware—a small unincorporated area of northern New Castle County—started meeting regularly to discuss their concerns about their community. This group came to be known as the Claymont Renaissance. As part of its community planning efforts the County adopted legislation initiating a new zoning overlay district known as the Hometown Overlay. The overlay is a key component of a comprehensive community revitalization effort. Strong county elected leadership, responsible developers, and active citizens have come together to redesign Claymont as a mixed-use, pedestrian friendly, walkable community.

(Contact: Ms. Jennifer Leister at (302)395-5419 or jleister@nccde.org)

Santa Fe County, New Mexico; Institute of American Indian Arts; and Santa Fe Community College:

Santa Fe Community College District Plan and Ordinance

The Santa Fe Community College District has been recognized as a model for smart growth due in large part to the smart governance and business plans forged by Santa Fe County and Rancho Viejo Partners. Together, they came together to revise the District from rural subdivisions with individual wells and septic tanks to fully serviced villages with increased minimum densities, an established master plan and zoning for the creation of community centers with higher densities for the future. *(Contact: Ms. Renee Villarreal at (505)986-6236 or renee@co.sant-fe.nm.us)*

Arlington County, Virginia; Rosslyn Renaissance, Inc; Clarendon Alliance; and, Ballston/Virginia Square Partnership: *The Rosslyn-Ballston Metro Corridor*

Arlington has built upon its decision to focus development along a five hub underground Metrorail corridor to develop an economically thriving, environmentally friendly, walkable community. An ongoing community based planning process has helped shape the county and its neighborhoods. Key features include an incentive-based approach to affordable housing, a development approach friendly to mixed-use development, and walkable neighborhood hubs of distinctive character. Its strict adherence to keeping high densities inside the Corridor has allowed the county to develop a diverse housing stock and thriving economy while creating an exceptionally vibrant community cited as one of the most pedestrian friendly places in America. (Contact: Mr. Robert Brosnan at (703)228-3516 or Rbrosnan@arlingtonva.us)

COMMUNITY CHARACTER/LIVABILITY, ECONOMIC DEVELOPMENT

Cumberland County and the Cumberland County Business Council, North Carolina:

How Cumberland County, NC Is Leveraging the Military Through the Base Realignment and Closure Process
Ft. Bragg and Pope Air Force Base have a \$7.5 billion annual economic impact on the surrounding community. However, they have in many ways been underutilized as an engine for economic growth. Working together, the county and the military have implemented a program to increase the county share of military contracts, integrate transitioning military personnel into the civilian workforce, and recruit businesses that provide products and services to the military. By embracing their interdependence, local governments and the military have come together to assure that the military mission is met while securing a more economically prosperous sustainable future for the region. (Contact: Ms. Sara VanderClute at (910)437-1921 or svanderclute@co.cumberland.nc.us)

Miami-Dade County and the City of Miami, Florida: *Miami-Dade 311 Answer Center*

Miami-Dade's 311 Answer Center serves as a single point of contact for people to access government information and services. It is the first in the country to handle multiple jurisdictions—all other 311 implementations have been executed at the city level. The successful partnership between the County and City of Miami represents the first step in strengthening relationships between municipalities and providing truly seamless service to the public. While the 311 Answer Center has been of great assistance in many areas, it has proven to be particularly critical during hurricanes, providing citizens quick and easy access to vital information. (Contact: Ms. Loretta Cronk at (305)375-4518 or cronk@miamidade.gov)

King County, Washington: *King County Parks Business Plan and Strategic Partnerships and the Residential Transportation Coordinator Project*

In 2001, King County faced the potential closure of thousands of park acres due to an unprecedented budget crisis. Today, a deliberate strategy to build authentic and sustainable relationships with community, corporate and non-profit partners has allowed the county's parks to continue thriving. King County Parks derives more than \$2 million in enterprise revenues through partnerships ranging from naming rights, corporate sponsorships, events, concessions, and gifts. These revenues maintain and enhance one of the largest and most diverse county parks systems in the nation.

King County's Residential Transportation Coordinator Project broke new ground in outreach to residents who are limited or non-English speakers. Partnering with local housing authorities and social service agencies, Metro trained multi-lingual, volunteer Residential Transportation Coordinators (RTCs) as ambassadors of transportation information. The RTCs created a bridge to help their own neighbors understand and use public transportation to access jobs and other opportunities in the community. (*Contact: Barnaby Dow at 206-296-4186 or barnaby.dow@metrokc.gov*)

2005 NACo Center for Sustainable Community *Award Winner*



Maricopa County, Arizona and Human Services Campus LLC Members:

Human Services Campus

The establishment of a \$25 million Human Services Campus (HSC) in downtown Phoenix, Arizona is the result of a unique collaborative effort among several sectors of the community to address chronic homelessness problems. The collaboration is designed to develop a new campus in central Phoenix to assist individuals from throughout the Valley of the Sun, and serve as a catalyst for regional solutions to the problem of homelessness in Maricopa County and beyond.



MARICOPA COUNTY, ARIZONA



Don Stapley
Chairman
Maricopa County Board of
Supervisors



Jan Gray
Executive Director
St. Joseph the Worker



Mike McQuaid
Managing Director
Human Services Campus,
LLC



Terry Boyer
Director
Lodestar Day Resource
Center

INTRODUCTION/CHALLENGE

As in many urban areas, chronic homelessness has been a problem in Maricopa County both for the community and for the homeless themselves. To combat the problem, the county government took the lead by facilitating cooperation by several local philanthropic, faith-based and non-profit organizations, the business sector, and state and local governments to create the Human Services Campus. This collaboration has not only achieved the creation of a new campus in central Phoenix to serve those in need, but also served as a catalyst for a regional solution to homelessness.

Twenty-five years ago, widespread homelessness did not exist in Maricopa County. De-institutionalization of the mentally ill combined with the loss of affordable housing in the county changed that. Today, there are an estimated 10,000 –14,000 homeless men, women and children in Maricopa County. Approximately 700 – 1,000 of these individuals congregate in downtown Phoenix at any one time, sleeping in shelters or on the streets. This chronically homeless sub-population primarily consists of adult men and women who often have multiple problems including drug and alcohol abuse, serious mental illness, medical and employment needs.

For over two decades, a handful of care providers and advocates worked together to deliver services to the homeless population in downtown Phoenix. These providers formed the core of a default services campus— although their programs and services were largely uncoordinated. Needs were being addressed in a piece-meal fashion, with individuals referred from one agency to another and often requiring travel to get there. Additionally, both the care providers and the clients were subjected to unsafe conditions. The area was not secure, the buildings were severely deteriorated and over time the area became a homeless zone.

This situation not only hurt the homeless, but also created a multi-block, blighted area between the downtown Phoenix core, known as Copper Square, and the State Capitol mall, an area that was being revitalized. Recognizing the situation and the revitalization happening in surrounding areas, the county made it a priority to alleviate the homelessness problem.

Public entities, non-profits, and businesses located downtown realized the potential benefit in alleviating the homelessness problem. However, the county was also keenly aware of the potential for conflict when private sector interests collide with social advocacy issues. It was careful to engage these key stakeholders and invite them into the process. By getting such a diverse cross-section of interests bought into the project, Maricopa County achieved a unique collaboration – a melding of many different interests to reduce chronic homelessness in the Valley of the Sun.

THE SOLUTION

The Capital Campaign

The Human Services Campus is a \$25 million capital construction project. To fund construction, a Capital Campaign was launched. The Campaign was headed by the Maricopa County Manager, a member of the Maricopa County Board of Supervisors and a top-level executive from the business community. A campaign committee was established to develop a way to fund the campus with a 50/50 split between public and private donations.

The community's response to the campaign has been robust. To date, nearly \$21 million has been raised with contributions from individual donors, philanthropic, faith-based and non-profit organizations, state and local governments, and private businesses. These include banks, major sports organizations, the Maricopa County Industrial Development Authority, utility companies, and many others. In addition to funding, the campaign is seeking to create a \$2.5 million operating endowment to ensure long-term continuity. To date, \$250,000 has been committed to the fund.

Campus Design

The Campus is being constructed in two major phases on an 11-acre parcel at the western edge of the downtown. The site includes a parcel that used to belong to Maricopa County, a parcel donated by the



Aerial view of the Human Services Campus

City of Phoenix, and private land purchased by the county.

Managed by Maricopa County's Capital Facilities Department, Phase I, completed in October 2005, entailed four buildings housing emergency shelter beds, dining facilities, a primary health clinic, a dental clinic and multi-agency resource center. Phase II will add programming for seriously mentally ill homeless individuals.

The major service providers housed on the campus include Central Arizona Shelter Services (CASS), the Maricopa County Health Care for the Homeless Program (HCH), NOVA Safe Haven (NSH), St Joseph the Worker (SJW) and St. Vincent de Paul (SVdP). These agencies have a combined history of over 100

years providing services to the homeless. However, they had always operated as independent, autonomous agencies, with limited interaction. The Human Services Campus brought a new operating philosophy and as a result, they formed a non-profit, limited liability corporation to manage the campus common areas and the new Lodestar Day Resource Center.

The arrangement, in which multiple providers come together to jointly govern a multi-use facility, has proven to be very effective. Although the provider agencies each retain their own identities, Boards of Directors and operating budgets, formation of the corporation integrates their services, increases efficiency, and provides better services to the homeless and at risk.

Campus Services

CASS provides 400 single-bunked emergency shelter beds for individual men and women, a state-of-the-art dental clinic, shower and laundry facilities, and an employment program. HCH delivers health care through an interdisciplinary approach, combining aggressive street outreach, primary healthcare, mental health services, and substance abuse counseling. Mobilizing a large cadre of community volunteers, SVdP serves meals to individuals and families who are homeless or at risk of becoming homeless. NSH, one of two HUD-designated safe havens in Arizona, serves hard-to-reach homeless people with severe mental illness. Twenty-five emergency shelter beds and a daytime drop-in center, offering supportive and psychiatric services, form the core of the NSH program.

Housed in the Lodestar Day Resource Center (DRC), SJW assists homeless and low-income people to secure and maintain permanent employment. The Lodestar Day Resource Center reflects the campus' collaborative nature and service integration focus and has three operational objectives:

- Provide a safe place for the homeless population to be during the day.
- Engage homeless individuals that have been reluctant to participate in formal services provision.
- Once engaged, meet individual needs using a client-centered case management team from multiple disciplines and agencies.

In addition to housing staff from the five anchor campus organizations, the DRC houses staff from many other agencies. These providers offer homeless outreach, benefit eligibility, behavioral health screening, housing assistance, legal assistance and a Homeless Court. Agencies also collaborate to provide employee development, training and placement. All services provided on the campus are intended to combine to lift people out of poverty and homelessness.



Entrance to the Lodestar Day Resource Center

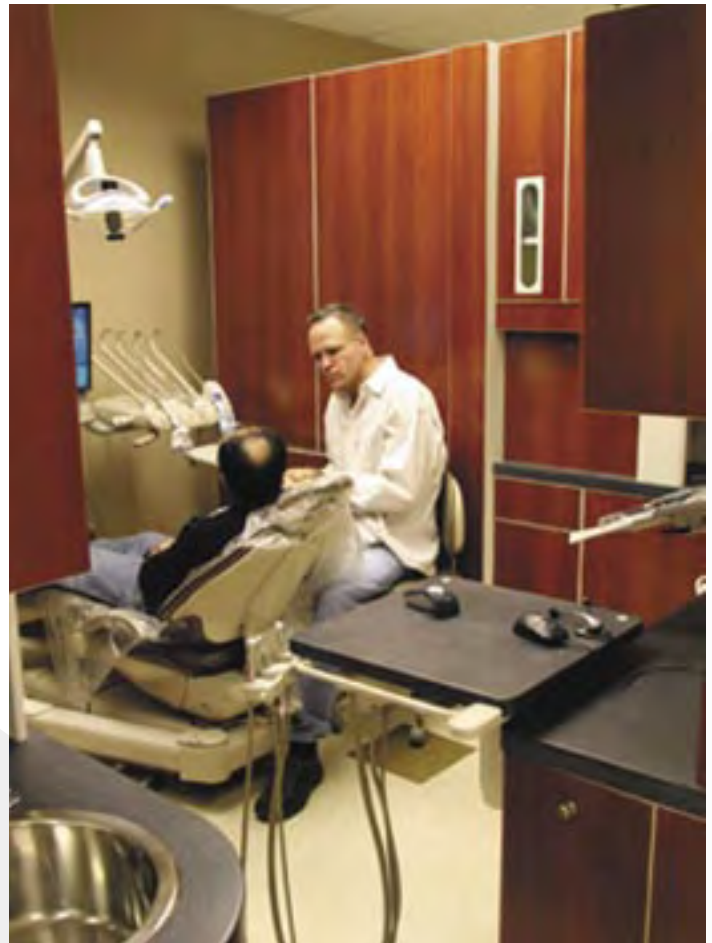
THE RESULTS

Since the completion of the campus, homeless individuals in the urban core have found a site dedicated to serving them which not only provides shelter and safety from the streets, but also offers every opportunity to improve their lives and move beyond homelessness.

Since July 2004, more than 350 individuals have been placed in permanent housing. Many sustain independent jobs facilitated by campus services, while others with disabilities have found permanent supported housing using public assistance such as Social Security Disability Income and Veterans Benefits.

Perhaps most remarkable from a sustainable development standpoint is that rather than depressing the economy of the surrounding community, the campus is actually having a positive impact on economic development. Data from the Maricopa County Assessor's Office shows marked rises in the land valuations within a four-block radius of the campus area. While property values in the City of Phoenix as a whole have increased by 18% over the past few years, values in the campus area have increased by a whopping 28.8%.

The campus has also decreased costs to the public safety net. Shelter services, primary and behavioral healthcare visits and specialized shelters for chronically homeless individuals have alleviated the need for more costly healthcare and criminal justice services. These savings are illustrated in Figure 1. For example, medical visits to the Healthcare for the Homeless Program (costing



Dr. Volchek at the campus' Central Arizona Social Services Dental Clinic

\$62/visit) often prevent visits to hospital emergency rooms (costing an average of \$383/visit) or inpatient hospitalization (averaging \$1,671/day). If only 2% of the homeless population served by the Human Services Campus received care there instead from one of these more expensive settings, the increased annual cost would exceed \$5.5 million. Over a 25-year period, the realized cost savings (not adjusted for inflation) would total approximately \$137.5 million.





Volunteers at Lodestar Day Resource Center

REPLICATING MARICOPA COUNTY'S EFFORTS

Most if not all aspects of the partnering that lead to the creation of the Campus and the programming provided at the campus can be replicated elsewhere across the nation. Requests to tour the campus and receive more information about its development have been received from leaders around the state and across the country.

Maricopa county and its partners are available to share their insights and lessons learned. One of the most important lessons demonstrated from the establishment of the Human Services Campus is the benefit of exerting county leadership to develop diverse public-private partnerships. Doing so is definitely worthwhile.

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The innovation spurred by Maricopa's partnership has already accomplished a great deal in combating a particularly vexing challenge. It is a model that is working to address homelessness and offers great potential for addressing other regional issues faced within Maricopa County and throughout the Valley of the Sun.

"The Fannie Mae Foundation is committed to increasing the number of safe, decent, affordable homes for people who need them the most. We are pleased to join with the Center for Sustainable Communities in recognizing the efforts of local government leaders to create an environment that is more supportive of affordable housing by building partnerships that create vibrant sustainable communities where all of our citizens can live, work, and raise their families."



Stacy Davis Stewart
President and Chief
Executive Officer
Fannie Mae Foundation

2005 NACo Center for Sustainable Community *Award Winner*



Solano County and the City of Fairfield, California:

Solano County Government Center

The Solano County Board of Supervisors and the Fairfield City Council created a complex partnership to make their new government center become a reality, resulting in an investment of over \$120 million in downtown Fairfield. The ultimate solution featured the consolidation of County administrative functions into a single building largely constructed by local laborers. The initiative created a community plaza, preserved a historically sensitive structure, strengthened community-based organizations, and encouraged private investment in rehabilitation of existing buildings. The project is playing a critical role in the revitalization of downtown Fairfield by acting as a catalyst for private investment.



SOLANO COUNTY, CALIFORNIA



Harry T. Price
Mayor
City of Fairfield, CA



John Vasquez
Chairman
Solano County Board of
Supervisors

THE CHALLENGE

In 1858, the City of Fairfield became Solano County's seat. Since that time, county administrative, court and law enforcement functions have been located around Fairfield's downtown City Center Redevelopment Project Area.

In 1998, the county recognized a need to consolidate its offices and began studying sites for development—including two outside of downtown. Considering that the county government is the largest downtown employer, the County and City recognized that moving out could have major adverse economic impacts. The alternate sites, which focused on industrial business park land slated for private sector job generation would be cheaper and less complicated to develop, but would have eliminated tax revenues derived from the City Center Redevelopment Agency Project Area.

At about the same time, the City of Fairfield and their redevelopment agency were considering solutions for other problems they were facing downtown. No new private construction projects had occurred along the main street in decades. Downtown also lacked a large public gathering space for community events and selection of a site for one was creating controversy due to impacts on businesses and historic buildings. The county and city saw a critical need to expand downtown employment, encourage private investment, and revive the once vibrant business and entertainment district.

To accomplish their objectives, Solano County and City of Fairfield had to overcome several challenges, including:

- Identifying a viable downtown site on which to construct an environmentally responsible, state-of-the-art County Administration complex
The building would be 300,000 square feet with over 1,000 parking stalls. It would contain a separate, free-standing Probation Services Building of approximately 43,000 square feet
The entire development would incorporate functional and appealing public spaces.
- Creating a plan to preserve and restore the historic structures in and around the site.
- Consolidating several smaller sites, demolishing nine existing buildings and replacing aging utilities and infrastructure.
- Relocating several county programs
- Securing additional public and private investments to finance the project.

THE SOLUTION

It was clear that multi-jurisdictional collaboration would be needed to achieve this ambitious agenda. Therefore, the Solano County Board of Supervisors and Fairfield City Council held their first ever joint meetings to discuss their respective needs and goals. As a result of the meetings, the two entities agreed to jointly fund a master plan to develop a mutually beneficial project.

Together they decided to develop the project on the existing downtown county campus, contributing to downtown's economic expansion. The joint master planning process demonstrated that the county's current site, combined with a few adjacent sites, could accommodate the project. The ultimate solution consolidated county administrative functions into a single building largely constructed by local laborers,



The new Solano County Government Center integrates open space, parks, and a public plaza for community gatherings.

provided an accessible community plaza, preserved a historically sensitive structure, strengthened community-based organizations, and encouraged private investment in the rehabilitation of existing buildings.

The master plan called for the incorporation of energy efficient design, construction, and materials into the development. It expanded the county's existing co-generation facility. It included the installation of a 119-kilowatt photovoltaic array on top of the parking structure to achieve energy self-sufficiency, and charging stations for electric vehicles. Energy efficient, environmentally responsible, and strategically located within walking distance of bus stops and a train station, the development embodies the principles of sustainability, smart growth and infill development.

The project is financed by bond funds and repaid using voter-approved Public Facilities Fees collected from developers by the county and seven cities in the county. The fees generated can only be used to pay for improvements linked to expansion of services triggered by population growth within the county.

PARTNERSHIPS

Public Entities Working Together

Meeting the individual needs of Solano County and the City of Fairfield proved to be difficult and required collaboration in all phases of the project. It took very complicated negotiations to approve several cooperative agreements facilitating the project and the downtown redevelopment.

In a memorandum of understanding between the county, city, and Fairfield Redevelopment Agency, the agency agreed to contribute \$3 million to the County Government Center project and the city agreed to waive permit fees and provide after hours law enforcement for the plaza and parking garage. In exchange, the county agreed to revise the original project design to include a public plaza on Texas Street, which the City would



Artist Roberto Rivera stands in front of his creation entitled, "The Glass Hull," which is part of the Government Center's effort to support local artists.

lease and operate. This eliminated the need for the city and redevelopment agency to construct the separate public square identified in their Downtown Economic Development Strategy.

The parties approved an Operating Agreement, as well as two Purchase and Sale Agreements. In the Operating Agreement, the City contributes \$150,000 annually to the County for maintenance of the plaza and security. Lease of some county owned property to the redevelopment agency is also included. A vacated county building will be removed and the area converted to a temporary parking lot to support the immediate development of a mixed-use building fronting onto the public plaza.

The proposed mixed-use building will be on another site being vacated by the county located at the southwest corner of Texas and Jefferson Streets, adjacent to the public plaza. In total, three parcels are being combined to produce a 60,000 sq. ft. three-story building with restaurants, retail, offices and housing with reserved parking in the garage for residents.

An additional property exchange was also approved, whereby the city sold the county a post office facility to be vacated in the near future. The county will use the site to house its vehicle fleet operation, which is now located in an undersized facility on the downtown County campus.

As part of the county and city's ongoing partnership, there are numerous projects in the pipeline. These include continuing management of land jointly purchased to provide for expansion of Travis Air Force Base—one of the region's major economic engines—joint development of a wetlands mitigation bank, cooperative planning for open space preservation, and working together to meet fair share housing obligations.

Working with Community Organizations

The city and county faced community concerns regarding historically sensitive buildings located on the

site, including the former County Library Building and Girl Scout House. Citizens and several community-based organizations, lead by the Napa-Solano Girl Scouts and Solano County Historical Society, were engaged as active participants in the planning process. The master plan preserves the 1930's vintage former library and the Historical Society is preparing a business plan to adaptively reuse the building as a museum.

However, the Girl Scout House was much more complicated and it had to be relocated. To facilitate the move, the city offered the Girl Scouts a vacant site within a community park and agreed to pay over \$80,000 for infrastructure to serve the new site. The county and a private construction firm paid approximately \$580,000 to construct a new home for the Girl Scouts.

As part of a community education project, the county and the designer/builder implemented a Ground Floor Program in partnership with a high school adjacent to the site. Through this program, local students visited the site monthly learning about the design and construction industries through interaction with working professionals.

Additionally, a Public Art Program was created. The partners commissioned four public art pieces and established a funding stream for future work, helping to support local art and provide business opportunities for local artists. The program is perpetuated through partnership with the local arts community.

“The Government Center project created increased art opportunities, educational outreach, and revitalized interest in public art projects at both the city and county levels. As may be seen by the emergence of a large-scale mural project in downtown Fairfield and the installation of several public art projects in and around the Government Center itself, public art is on the rise.”
– Ms. Susan Schneider, Artist and Publications Art Director

The Government Center was completed in April 2005—on time and within budget. So far, the investment in downtown Fairfield is valued at over \$120 million and consolidates the administrative and office functions of 16 of the County’s 22 departments. The Center currently houses over 600 employees with additional capacity for more than 800. The building design gracefully integrates public open spaces, is highly pedestrian friendly, and blends into the historical architectural style of the surrounding neighborhood.



Children play in the Solano County Government Center Fountain.

RESULTS

The entire region has benefited through the partnership forged by Solano County, the City of Fairfield, and the community. Solano County achieved its goal of consolidating its services. The City of Fairfield achieved its goal of keeping the County downtown. The community benefited by receiving improved service delivery from the county, a gathering place for



A worker signs a steel beam at the topping out ceremony for the Government Center. The Center was built largely by local workers, providing a needed boost to the local economy.

events, and a nationally recognized center that invokes civic pride. The Center boosts the regional economy by generating investment in the city's downtown. The Girl Scouts received a new meeting facility, and the local arts community has been enhanced through the Public Art Program.

Downtown Revitalization

The project is playing a critical role in the revitalization of downtown Fairfield. It is strengthening the business climate, reducing shop vacancy, providing job opportunities, increasing the tax base, and promoting other assets and attractions in Fairfield. Downtown property owners are making facade improvements on existing buildings and renovating vacant tenant spaces. NVB Business Bank occupies the ground floor of a new two-story office building, and Starbucks is the primary tenant in the renovated "McInnis Corner" project, located cater-cornered to the project site.

Savings and Efficiencies

The innovative elements of this project include the design/build process the county used. The project was built using a single, combined team of architects, engineers and builders to design and construct the project. As a result, the time frame was compressed

between design and construction, allowing a more efficient, rapid completion of the project. Through design/build, the Government Center was built and inhabited within a 30-month period using a local workforce with approximately 250 laborers. A Project Labor Agreement was created to ensure builders used local workers, supporting the local economy and providing jobs for locals.

"I am a resident of Solano County and represent the union construction trades in Napa and Solano Counties. The project provided much needed jobs for our members. Over 250 construction workers worked on the project of which 80% to 85% were Solano County residents making top union wages that were put back into our local economy, guaranteeing local tax payers money, which was used to build the project, stayed in Solano County." – Mr. Lou Franchimon, Business Manager, Napa-Solano Building Trades Council

Other Awards and Recognition

In addition to the 2005-2006 NACo Center for Sustainable Communities Award, the project has received other recognition. In September 2005, it

was LEED certified by the U.S. Green Building Council. (LEED is an acronym for Leadership for Environmental and Energy Design, a voluntary national rating system that evaluates the effectiveness of a project in eliminating the negative environmental effects in the design, construction and operation of a project.) The county was also given a national Green Power Leadership Award by the United States Environmental Protection Agency during the height of California's energy crisis for its commitment to sustainable building principles and efforts to minimize energy consumption.



Solano County Government Center and Public Plaza.

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"As a member of NACo's Sustainable Housing Council, Nehemiah Corporation of America is proud to support the Center for Sustainable Communities Awards. The success of our national homeownership downpayment assistance, community development lending and other affiliated programs has convinced us that millions of low-income working families are best served when counties create innovative and comprehensive public-private partnerships to solve fundamental problems in the areas of housing, economic development and education-the building blocks of sustainable communities."



Scott Syphax
President and Chief
Executive Officer
Nehemiah Corporation
of America

2005 NACo Center for Sustainable Community *Award Winner*



Broomfield City/County, Colorado and Pulte Homes Colorado Division:

Innovative Partnership on Health, Wellness and Sustainability

Broomfield City/County and Pulte Homes are partnering on several community health and wellness initiatives and innovative sustainable development efforts. These include: 1) Collaborating with America On the Move to help people to use a pedometer to monitor their steps and increase their everyday movement; 2) Launching a Thriving Communities for the Healthy Eating and Active Living Initiative, which focuses on partnerships to improve trail connectivity and help schools improve nutrition and increase physical activity; 3) A Community Wellness Fair conducted by local non-profits and businesses to raise awareness about health issues. The initiative shows what can be accomplished when strong local leadership links up with an engaged, responsible private sector community partner.



BROOMFIELD CITY AND COUNTY, COLORADO



Karen Stuart
Mayor
City and County of
Broomfield, CO



Robert Eck
Vice President of Operations
Pulte Homes Colorado
Division

INTRODUCTION

Broomfield, a combined city and county, lies halfway between Denver and Boulder along State Highway 36. The county has experienced tremendous growth since its incorporation in 1961, expanding by an astounding 421 percent from 1970 to 2000. Broomfield is also a master planned community with a set build-out population around 83,300, so it has many complex growth decisions to balance.

To help meet their growth challenges, Broomfield has recently adopted a new Comprehensive Plan which embodies and articulates their community's core values—social responsibility and equity, environmental stewardship, and economic security and opportunity—and plans for how to meet them over the long term.

Fiscal Sustainability: The County is enhancing their fiscal solvency through a Long-Range Financial Plan. As land is developed or redeveloped, and specific land uses are proposed, the county performs ongoing fiscal analysis to evaluate proposed cost and expenditures versus revenues in order to ensure that any development decision not only strengthens the bottom line, but assures the community's quality of life can be maintained.

Environmental Stewardship: In a survey conducted by the county, residents stressed the need for Broomfield to encourage development that enhances air and water quality and regulates the use of environmentally sensitive lands. Responsible land development is a key tenet for this Colorado community and reinforces their values.

Interconnected Open Spaces: Residents desired a comprehensive network of greenways, linking natural features, neighborhoods, schools, parks and community facilities. Interconnectivity needed to be maintained throughout Broomfield to provide every citizen with access to open space. The greenways also serve to protect the county's many sensitive environmental habitats, steep slopes and water bodies.

A Walkable Community: For Broomfield, walkable communities are the corner stone of an active and healthy community. It is an active community that wants it to be easy to enjoy physical activity and choose alternatives to driving.

SUSTAINABILITY IN ACTION: ANTHEM COLORADO AT BROOMFIELD

Anthem Colorado at Broomfield, developed by Pulte Homes is a partnership which embodies many of the economic, environmental, and social values Broomfield residents consider essential. It is the largest master planned community in Broomfield's history, and due to its size, is particularly vital to achieving the county's vision. The development allows for a variety of housing styles and uses, allowing jobs and homes to be located in proximity to each other. This reduces traffic congestion and negative environmental impacts on the community by encouraging walking and bicycling. Anthem's features include:

- Approximately 225 acres of parks, with at least one pocket park located within 1/4-mile of every home, a 90-acre community park, and joint school/park sites.
- Over 35 miles of trails with 15 trail heads and 6 pedestrian underpasses with ongoing work on locating a seventh underpass serving the greater north metro area.
- Over 12 miles of on-street bike lanes.
- Two private recreation centers totaling approximately 60,000 square feet.
- Preservation of a 100 acre "Green Edge" buffer along the west county boundary line (with the adjacent municipality providing a similar commitment).
- Coordination with the Regional Transportation District and Broomfield on future transit routes.
- A future transit center adjacent to fast growing Interstate 25.

Pulte has collaborated with the county and the community to assure that Anthem continues to develop in a sustainable manner. It has hired a full-time Lifestyle Director for Anthem to facilitate activities and events for residents to enhance their physical and mental wellbeing. The Director also serves as liaison to assure connectivity between Anthem residents and the broader community.

PARTNERSHIP FOR A MORE SUSTAINABLE COMMUNITY

Even beyond the Anthem development, Pulte has been a responsible local partner with Broomfield in strengthening the community both now and for the future. Among their many efforts are sponsorship of the Broomfield Community Wellness Fair; Adams 12 Five Star Schools Education Foundation; Colorado State Trails Symposium—including a workshop about using trails to curb obesity; and, the Broomfield Healing Field Project supporting the North Metro District Fire and Rescue.



Pulte representatives discuss Anthem's attributes with potential residents.

Anthem Colorado at Broomfield has become a central point for a series of partnerships that bring new services into Anthem and utilize Anthem's amenities to serve the broader Broomfield community. Among the most prominent of these amenities include:

- Exempla Health's Good Samaritan Hospital. Hospital nurses provide monthly screenings, health clinics, education, and resident physicals on site.
- Partnership with the outdoor retailer REI; On-site monthly presentations on Colorado living, including snowshoeing, GPS mapping, kayaking, canoeing, etc.

- Ballet Nuevo performances for residents at amphitheater
- Broomfield Recreation Department utilizes Anthem facilities to enhance county's sports programs.
- Omni Interlocken Hotel. Golf programs for residents, including on-site golf presentations and clinics.
- A 10k run in conjunction with Exempla, and Omni Interlocken and a Spinning Marathon fundraiser with Star Trac Fitness.
- Volunteer programs at Exempla Hospital, the police department, the library, Adams 12 schools, and Hospice Care.

Perhaps most importantly, Broomfield and Pulte Homes are partnering on a community health and wellness initiative.

America On the Move: encouraging people to use pedometers to monitor their steps and incorporate more physical activity into their daily routine.

Thriving Communities Partnership: focusing on strategies to preserve open space and improve trail connectivity and assist schools with plans and policies that support nutrition and physical activity.



Mayor Karen Stewart (center) and council members walk the trails of Anthem.

Community Wellness Fair: teaches residents about the positive changes they can make to improve their health. Sponsors include the Broomfield Health Department, Exempla Good Samaritan Hospital, Broomfield Chamber of Commerce, and Pulte Homes among others.

VISION, INNOVATION, CREATIVITY, AND COMPROMISE: HALLMARKS OF SUCCESSFULL PARTNERSHIP BUILDING

In Broomfield, development requires cooperation with both sides willing to make compromises. Effective partnership between Broomfield City/County and Pulte was vital to realizing the vision of Anthem. The patient leadership and understanding of development realities demonstrated by Broomfield leaders is a model for bridging gaps with the private sector to achieve community progress. By having a strong community vision derived from its residents, Broomfield was able to encourage developers to think about sustainability issues throughout the community building process.

Increased Density for Enhanced Public Amenities

To increase the project's financial viability, Pulte Homes wanted to refine their development plans to increase Broomfield's standard allowable density, particularly in the core commercial area. Broomfield agreed to the change, but in exchange, they required Pulte to include an interconnected trail and bicycle system in the project. Specifically, Broomfield requested connections to adjacent developments and a more in depth evaluation of wildlife, habitat, wetlands and natural features, such as drainage ways, to assure that the new plan protected the county's valuable natural resources.

Innovative Water Conservation Measures

Before all developments are built in Colorado, counties and developers must secure long-term water supplies. This process is often very expensive and places a major burden on counties. In order to make the Anthem Colorado Development viable, Pulte took the initiative



Pocket parks are a key community design feature in Broomfield, Colorado.

to purchase a significant portion of the required water rights. This step relieved a large portion of Broomfield's obligation to purchase the water necessary to serve the community's irrigation needs.

As a result, Pulte and Broomfield have also partnered to negotiate an agreement (pending approval by City Council) on reuse water. Pulte's purchased water rights will remain with the water district supplier instead of being pumped to the development for non-potable uses such as landscaping. In exchange, Broomfield and Pulte will retain a significant portion of Broomfield's reuse water for landscape irrigation in the Anthem community. This innovative arrangement will conserve potable water and reduce pumping costs on returning reused water to the district.

In addition, Pulte and Broomfield collaborated to promote the use of drought tolerant landscape material where possible, and Pulte is installing a water saving turf blend grass that Broomfield had developed for its capital improvement projects.

THE RESULTS: A MORE SUSTAINABLE COMMUNITY

Broomfield and Pulte have both made considerable gains through their partnership. Many services traditionally provided by the county have been provided through the Anthem community. Because anthem was designed so well and has used its size to leverage so many partnerships, it utilizes few county health, infrastructure, and water resources. As a result, Anthem Colorado at Broomfield is essentially paying its own way.

This was all accomplished by linking a clear community vision, strong but flexible government leadership, and a responsible private sector partner. With those three components, and a willingness to be creative in seeking solutions, an exemplary new development was created that has helped to make Broomfield a cleaner, more prosperous, more sustainable community.



Anthem features strong trail and sidewalk connections to promote walking and bike riding to and from schools, between neighborhoods and to commercial areas.

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“The National Association of Home Builders is excited about the opportunity to work closely with counties nationwide in the effort to provide affordable housing for all Americans. We’re pleased to join the NACo Center for Sustainable Communities in honoring the accomplishments of local leaders increasing sustainable communities.”



David Pressly, Jr.
President
National Association
of Home Builders

2005 NACo Center for Sustainable Community *Award Winner*



New Castle County, Delaware and the Claymont Renaissance Development Corporation:

Claymont Hometown Overlay District

In early 2000, a dedicated group of citizens from Claymont, Delaware, a small unincorporated area of northern New Castle County, started meeting regularly to discuss concerns about their community. In response to the problems created for older neighborhoods by the Unified Development Code, the County adopted legislation initiating a new zoning overlay district known as the Hometown Overlay. The Hometown Overlay is part of a comprehensive effort lead by strong elected county leaders and citizens to revitalize Claymont as a pedestrian friendly, mixed-use, transit oriented development community that preserves its unique place in American history.



NEW CASTLE COUNTY, DELAWARE



Chris Coons
County Executive
New Castle County, DE



John Cartier
New Castle County
Councilman



Brett Saddler
President
Claymont Renaissance
Development Corporation



Robert Weiner
New Castle County
Councilman

INTRODUCTION

Claymont, Delaware, once a thriving and vigorous community, had devolved into a region marked by sprawl and pockets of blight. To revitalize their community, residents came together with county government leaders and formed a vision for resurrection. Through their mutual collaboration, the Claymont Hometown Overlay was born. The Claymont Hometown Overlay is an innovative approach that has sparked the creation of a new economic incentive district that has improved the appearance and morale of an entire community and has helped bring the promise of a better quality of life.

Over the past several decades, the negative physical and social impacts to Claymont, caused by post World War II development became highly visible. Claymont's median income of \$42,009 was only about two thirds of that of the county as a whole. Thirty-nine percent of its housing stock was over 50 years old and forty-eight percent of the residential property was non-owner occupied. Physically, Claymont was a community divided by its own main street, Route 13 (also known as Philadelphia Pike), which had been widened from two to six lanes to handle regional truck traffic prior to the interstate highway system. Fast food chains were dropped into the front yards of elegant eighteenth century stone mansions, and outdated strip development and auto services served as the roadside economy.

Most agonizing to the residents was a 67 acre parcel in the heart of Claymont known as Brookview. When built in the 1950s, Brookview was an award winning garden style apartment complex. But a lack of maintenance and investment by subsequent owners had turned it into a blight on the community, attracting drug trafficking, arson, and other criminal activities.

In early 2000, a dedicated group of citizens from Claymont, a small unincorporated area of northern New Castle County, started meeting regularly to discuss their concerns about their community. An increasing number of friends and neighbors had left the area in order to move to more 'up and coming' locations. Formerly stable neighborhoods were increasingly being turned into rental areas and visibly declining in response to a lack of investment. Crime was on the rise and Philadelphia Pike was characterized by strip development with cigarette and liquor stores, check cashing services, and auto service stations. This group of citizens, known as the Claymont Renaissance was comprised of members of the Claymont Civic Coalition, Historical Society, and Business Owners Association. In collaboration with New Castle County government, they began to discuss strategies to spur economic development, revitalize neighborhoods, increase homeownership, and preserve their historic buildings and character.



Claymont residents participate in one of a series of design charrettes to plot a new vision for their community.

THE HOMETOWN OVERLAY

New Castle County had long been aware of the obstacles that older, more traditional commercial centers and neighborhoods faced in a predominantly suburban county of over a half million people. Many of these communities expressed a real fear that their village character was being swallowed up by suburban development. Claymont, an area of only 15,312 people, was one of these villages in danger of being forgotten. The County's own zoning code, the Unified Development Code (UDC) was wholly geared towards auto-oriented suburban development, threatening the village like qualities of older neighborhoods and commercial centers.

In 2002, New Castle County initiated a community planning program which reinforced the fledgling

efforts of the Claymont Renaissance. The county dedicated staff to the Claymont efforts and provided financial assistance to hire a town planning consultant. And in response to the problems created for older neighborhoods by the UDC, the County adopted legislation initiating a new zoning overlay district known as the Hometown Overlay.

Through the Hometown Overlay, each district is regulated by an individual community endorsed plan with design guidelines that supercede the UDC. The most important elements of the legislation stated that the initiative must come from the community. A plan with goals, objectives and strategies for the community must be included. The community must form a design review advisory committee (DRAC) to guide their

efforts comprised of citizens, private sector, and design professionals.

The DRAC provided a vehicle for the community to ensure that the form and appearance of infill, redevelopment and new development within its boundaries contributed to and enhanced the community's idealized build-out plan. Claymont was the first of two communities to dedicate itself to this planning process.

THE PLANNING PROCESS

The town hired planner Thomas Comitta & Associates (TCA), who recognized that Claymont had many assets to build upon: a 300 year history; two well designed neighborhoods; eighteenth century summer homes overlooking the Delaware River; and, strong institutional and civic centers, such as the Claymont Community Center, the Claymont Post Office, and the historic Stone School. Claymont's location was also extremely attractive for transit oriented development,



The concept plan shows the redesign of Brookview as a mixed-use, pedestrian friendly, new-urbanist style community.

with a commuter rail station within walking distance and direct access to two major interstate highways, routes I-95 and I-495.

In spring of 2001, an extensive community visioning process began. This involved an analysis of the community's strengths, weaknesses, opportunities and threats and research into how other communities had been able to reinvent their images and become vital again. With the help of TCA, Claymont residents realized they had the framework for a pedestrian friendly village, but as with many unincorporated areas today, they lacked an identifiable town center. It will take a tremendous effort and time to fill in the physical gaps. Through infill and redevelopment, Claymont residents set out to bring businesses into the community that would support their vision and revive their once vibrant neighborhood.

To further the effort, complimentary but parallel transportation planning began in collaboration with the State Department of Transportation. The mission statement for the Claymont Transportation Plan states:

“As soon as possible implement transportation improvements along historic Philadelphia Pike that will help transform it into a revitalized Claymont with a discernible center. A functional and attractive transportation system will allow people to sagely and conveniently walk, bicycle, drive and ride transit to places where people live, work, shop, learn, worship and recreate a vibrant, compact mixed-use community.”

The resulting transportation plan was incorporated into the larger Claymont Redevelopment Plan and included medians, bike lanes, street trees, sidewalks and turning lanes. Discussions also began about enhancing access to the Claymont South East Pennsylvania Transit Authority (SEPTA) station to enable more people to take light rail into Philadelphia and Wilmington.

The collaboration between county and state planners, TCA, and community and private sector partners led to a new vision for a revitalized Claymont. The main characteristics of this concept plan were narrow streets with on street parking; sidewalks interconnected with Claymont's existing street pattern; a mix of housing



The Brookview community, once a thriving middle class development, had fallen into disrepair and blight.

types that serve all ages and incomes of the community and encourage home ownership; a mix of zoning uses so that people could, at minimum, shop within walking distance of their homes; and, transit-supportive density that takes advantage of the readily available rail and bus systems.

This vision is embodied in the Claymont Community Redevelopment Plan and Manual of Design Guidelines. The plan was submitted to the County for adoption in 2004 when Claymont became one of two hometown overlay districts in New Castle County. Since the DRAC—consisting of nine community members and staffed by a County liaison—was formalized, several development applications have been initiated. By far the most significant is Brookview.

Brookview

Brookview is a 67 acre apartment complex suffering from years of disinvestment and neglect. Shortly after the passage of the Hometown Overlay, this property was sold to a new developer who has completely embraced the community's build out plan, transportation plan, design guidelines and New Urbanist concepts. The developer hired Torti Gallas and Partners, a nationally recognized New Urbanist design firm, to assist in the development of Claymont's new center. The design not only incorporated the guidelines already laid down by the community, but also involved them in a week long charette in August 2005, to more fully develop

the concept plan for the site. The resulting concept plan doubled the existing density to more than 1,200 units in a mixed-use, pedestrian friendly setting with prominent civic structures and passive and active open green spaces.

One core goal of the Claymont Redevelopment Plan is to increase the 52% homeownership rate in the area. The developer will provide at least 70% of the units inside the area formerly known as Brookview for ownership, a percentage much closer to that of northern New Castle County. In addition, a portion of the housing will be set aside for first time homebuyers and workforce housing (defined in New Castle County as a selling price between \$165,000 and \$200,000). These two initiatives will be achieved in cooperation with the county, state and nonprofit agencies. This collaboration to ensure the development of new workforce housing is a first for New Castle County and expected to set the stage for more far-reaching legislation.

Other Supporting Initiatives

In addition to the ongoing development of Brookview into Claymont's new town center, several other initiatives are progressing that will greatly support and enhance the county's revitalization efforts.

Members of the Claymont Renaissance created their own development corporation, the Claymont Renaissance Development Corporation (CRDC) as

a vehicle to formally advance the redevelopment of Claymont. The CRDC works to market the vision and strengths of Claymont, while coordinating and assisting in the numerous supporting community enhancement projects currently underway.

An especially exciting effort is the expansion of the Claymont Train Station. This station links Claymont to the vibrant urban centers of Wilmington and Philadelphia, Pennsylvania and needs to be expanded and upgraded to prepare for the redevelopment of Brookview as a transit oriented development. The Wilmington Area Regional Planning Commission (Wilmapco) recently released an RFP for options for expansion.

Additionally, County Executive Christopher Coons has made economic redevelopment and brownfields a high priority. To aid in these efforts, a new economic development office has been set up and staffed to facilitate infill and redevelopment throughout the county's built-out areas, with particular emphasis on brownfield redevelopment. The office has submitted a grant proposal to the EPA to assist with brownfield assessment in the Claymont area. Given Claymont's long industrial history and abundance of gas stations and other auto related services, the likelihood of contamination is high. The grant will lower the costs and risk undertaken by potential buyers of suspected brownfield properties, facilitating the adaptive reuse of these properties located in close proximity to Claymont.

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Finally, the county contracted with the University of Delaware to complete an inventory of historic resources along Philadelphia Pike. The University is preparing a nomination to the State Scenic and Historic Byway Program for the Pike. The nomination is based on the historic aspects of the Pike which is the former Kings Highway. It is the longest continuous section of the Washington Rochambeau Revolutionary Route (W3R), slated to be designated a National Heritage Trail in Fall 2006. This will lead to the development of a corridor management plan for preservation and enhancement of the Philadelphia Pike.

AN ONGOING SUSTAINABILITY EFFORT

The Claymont Renaissance is in the early phases of its redevelopment, but the area is already showing signs of revitalization. Residents are looking forward to the ground breaking of the development that will replace the former Brookview apartments scheduled for the summer of 2006. The Claymont Renaissance is proving to be an extremely progressive project. The new Claymont will provide residents of all ages, ethnicities and incomes the opportunity to live healthier lives in a village like setting by improving citizen health and walkability, enhancing regional transportation, preserving community history and culture, and opening the doors to economic opportunity.

"The National Association of REALTORS® is pleased to help recognize communities that have made a distinguished effort to promote a program of sustainable development which is so critical to creating healthy and vibrant places for us all to live."



Tom Stevens
President
National Association
of REALTORS®

2005 NACo Center for Sustainable Community *Center Partner Award Winner*



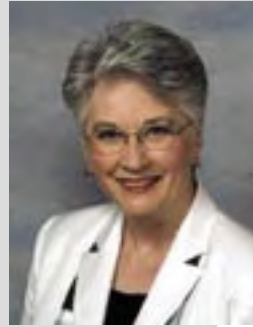
Story County, Iowa and Interstate Power and Light Co.

— An Alliant Energy Company:

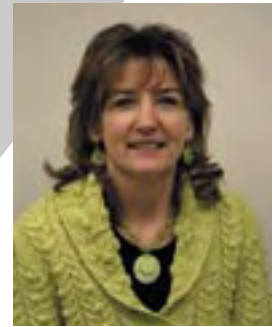
Energy Efficiency in Story County, Iowa

Story County has been at the forefront in advancing the principles of partnership and sustainable community design. As part of its comprehensive sustainability agenda, the County, with support of its key partner, Alliant Energy Company became the leader in promoting energy efficiency in Iowa. By taking a chance when few others were doing so and building and redesigning its county facilities to maximize energy efficiency, Story County has bolstered its economy and exemplified responsible environmental stewardship... All while providing top notch services to its citizens.





Jane Halliburton
Chair
Story County Board of
Supervisors



Margaret Saddoris
Account Manager
Alliant Energy

INTRODUCTION

Story County has a long-established commitment to developing and implementing projects and practices that assure a long-term higher quality of life for its residents. Incorporating sustainable building design in new county office construction and renovation projects continues this tradition. Design goals for new construction aim towards maximizing energy efficiency, providing services in a manner accessible to all populations, and responsibly utilizing resources.

Story County's commitment to energy efficiency is furthered through its partnership with Alliant Energy which assists through custom rebate programs, and promoting the use of geothermal systems within Story County, to school districts and surrounding counties. The partnership has successfully demonstrated the positive economic, environmental, and social impacts of developing and/or retrofitting buildings to incorporate energy-efficient design and products.

Successes are being seen through the creation of the Human Services Center, Story County Justice Center, and Story County Administration building. The measurable benefits derived were the result of collaboration and a dedication to sustainable development principles.

"Our county is committed to improving the environment by reducing our own energy use in county buildings. The NACo Energy Star Courthouse Campaign has been an excellent resource for us as we evaluated our energy usage, made improvements, saved taxpayer dollars, and achieved an Energy Star label for one of our buildings. We're now seeing annual savings on our energy costs, amounting to over \$200,000." - **The Honorable Jane Halliburton, Story County Supervisor**



The Story County Human Services Center was designed and constructed as a model of energy efficiency.

HUMAN SERVICES CENTER

The design of the Story County Human Services Building was based on the Board of Supervisor's fervent wish to "design for tomorrow, today." The building features and integrated collection of green technologies and materials, all designed to have maximum benefit to the people who inhabit the building and the community at large. The construction of the energy efficiency designed Human Services Center in the City of Ames and the ensuing awards and recognitions it received validates this approach.

Story County was well underway with the design of the Human Services Center when Al Hahn, Facilities Management Director, attended the Energy Exposition of the World Energy Congress in 1996 where he gained insights on the incorporation of geothermal systems and renewable energy sources. Convinced that geothermal was a better path for the County to take with the building, Mr. Hahn advocated the approach with the Board of Supervisors. With escalating costs of natural gas anticipated in the future, the Board was willing to listen to alternative designs and practices that were energy efficient. Mr. Hahn explained that while up-front costs would be higher with geothermal systems as opposed to the traditional boiler system, the additional costs would be recovered within ten years

followed by savings for the remainder of the building life. The Board members discussed the concepts and benefits of geothermal systems with the architect and decided to incorporate the system into the design of the building.

The Human Services Center is a county owned building home to various service providers, including state and city agencies. The need for a new building to house these services became apparent after the floods of 1990, 1993 and 1996, which impacted the former building. The Board of Supervisors applied for federal hazard mitigation funds to relocate the building, and purchased a site from the Ames School District. The site was selected for a variety of reasons, including the proximity to downtown Ames, and accessibility to the established transportation and transit system. The building was to maximize occupant comfort and be easy to maintain. It was to be constructed with materials and systems appropriate for a high-traffic public building while being economically and environmentally friendly.

At the time of construction, it was the first public building with a geothermal system operating with Ames Electric Services (Ames Electric Services provides

energy within the city limits of Ames, including the Human Services Center).

The Human Services Center was designed to maximize efficiency, which determined its shape, orientation, height and surfaces. It included:

- Geothermal system for heating and cooling.
- T-5 lighting.
- Point of use water heaters.
- Electronic water saving features.
- “Green” materials: Linoleum, high tech glass and sun shading devices, window sills made from reclaimed wheat and soy products, and entry mats made from recycled automobile tires.
- Building design on a four-to-one rectangular ratio—long east/west axis orients the building for most favorable for day lighting.
- Use of exterior shading devices and high-tech glazing to protect glass from over-exposure.
- Direct digital controlled (DDC) HVAC systems.
- Exposed natural surfaces such as brick, concrete, and concrete block.
- Super insulated roof.
- Reflective roof surfacing.

Upon completion, the Human Services Center was the first Energy Star certified county building in Iowa, honored in 2001 with two Governor’s Iowa Environmental Excellence Awards—one for Special Recognition in Energy Efficiency/Renewable Energy and another for Environmental Excellence.

Story County Justice Center

When the design for the Story County Justice Center – a 90,000 square foot facility – began, the County built on the lessons of the Human Services Center and focused on energy efficiency from the earliest stages. The construction relied on partnerships to maximize services while minimizing overall costs to the public. In this instance, the land was acquired from the City of Nevada, and a public referendum approved nearly \$13 million for construction.

Alliant Energy was interested in partnering with Story County on the Justice Center after witnessing the success of the energy-efficient Human Services Center. However, the HSC was still relatively new and working out a partnership on an initiative such as the Justice Center would require extensive dialogue. Story County and Alliant negotiated nearly a year to define the partnership and outline details, resulting in Alliant’s first venture into geothermal systems.

The Justice Center features four major design criteria security, economy, ecology and future adaptability. From overall size to material and component types first cost and life cycle cost were carefully considered. The facility was constructed for approximately \$130.00 per square foot, achieved through the use of economical but long-lasting materials, creative circulation, a dry cell housing pod, and relatively simplified construction detailing. The facility’s energy conservation and efficiency features are designed to reduce operating costs by 40%.

Opened in March 2002, the Justice Center contains many of the energy efficiency feature of the HSC. However, this time because of Story County’s patient



Supervisors Fred Mathison and Jack Whitmer and Board Chair Jane Halliburton participate in the Human Services Center ribbon cutting.

work in partnering with Alliant Energy, the costs are shared. Story County received over \$120,000 in rebates from Alliant Energy in 2004 for the Justice Center. The geothermal system embodies the partnership between Story and Alliant. Alliant installed the well field and provides the tempered water to the County.

Retrofitting of the Administration building is also being conducted through the partnership with Alliant, and it too focuses on energy efficiency. Rebates from Alliant Energy, thus far total nearly \$43,000 for incorporation of energy-efficient technologies.

RESULTS OF THE INITIATIVE

The incorporation of energy-efficiency in the design of the County facilities has resulted in the following measurable results:

- For the Human Services Center, the initial cost recovery period for the investment on the geothermal system was expected to be about 10 years. It was realized in less than *five*. The geothermal system now accounts for savings of \$12,290 annually and reduces environmental pollutants by app. 207,000 pounds per year.
- The County annually saves \$9,100 on utilities in the Human Services Center when compared to a standard code compliant building.

- Together, the buildings abate 329,030 pounds of air pollutants per year. Over the fifty-plus year life-cycle of the building, pollutants introduced to the environment will be reduced by 1.6 million pounds when compared to a standard building.
- A typical code compliant building of similar size and use would be expected to consume 573,500 KWH per year. The HSC was designed to consume 401,450 KWH, and is actually performing at 320,400 KWH—a savings rate of 44%.
- Because of the geothermal system, boiler room sizes reduced amounting to construction cost savings of \$80,000.
- Insurance rates are lower due to the fact that a combustible fuel is not needed.
- Maintenance costs have been reduced, with an annual savings of \$6,500 for all three buildings.

REPLICABILITY OF THE

Story County’s example has already been replicated elsewhere. The “lessons-learned” by Story County have enabled other public, as well as private entities, to incorporate energy-efficient design practices. The Board of Supervisors met with the Ames School Board to discuss their experience and encourage the use of geothermal in construction of the new middle school and the school district has incorporated it into their design.



An evening shot of the Story County Justice Center

The Nevada School District met with Mr. Hahn to discuss Story County's ongoing experiences, and they, too, are now constructing with geothermal. Individuals from surrounding counties, as well as jurisdictions outside Iowa have requested information regarding Story County's experience, and some have even toured its buildings.

Story County experience has helped ease the way for others. Contractors are now trained and knowledgeable about energy-efficient designs and products. Residential developers have become more aware of new technologies and energy-efficiency. Story County leaders have given numerous presentations to local service groups, as well as at national conferences and receive requests for information regarding their energy-efficient practices.

Lessons Learned

When planning any construction project, Story County looks for efficiency and innovation. Doing so has made it a model government in its region. The Nevada and Ames Community School Districts have brought geothermal technology to their new buildings and other communities and businesses have learned that energy efficiency both sells and pays for itself.

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The impetus to design in an energy-efficient manner has been largely the result of bold action by the Board of Supervisors and the drive of a key staff person, Facilities Management Director Al Hahn. Their leadership and commitment has broadened the interest in energy-efficient design. While the Board of Supervisors has changed since the initial design of the Human Services Center, its commitment to promoting sustainable growth and development practices has not.

The energy efficiency initiative is part of an overall sustainable community development strategy for the Story County. The county has pursued partnerships to promote affordable housing opportunities, adopted land use plans and draft ordinances embracing low impact development and conservation subdivision design concepts, and enacted several other initiatives to enhance community quality of life. These efforts demonstrate Story County's commitment to be future-thinking in its endeavors to create a thriving, sustainable community.

"The Center for Sustainable Communities and its partners were invaluable to me in advancing my initiatives during my term as NACo President, as counties were always looking for innovative solutions to problems. Through its awards program, the Center is helping county officials to better serve our constituents. I congratulate the winners and the Center and thank all of its partners for supporting a very important component of NACo."



Angelo D. Kyle
Immediate
Past-President
National Association of
Counties

2005 NACo Center for Sustainable Community *Award Winner*



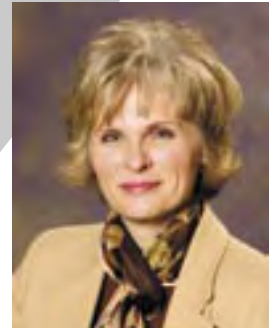
Morrison County, Minnesota and the Central Minnesota Initiative Foundation:

Morrison County Methamphetamine Reduction Project

Recognizing that use and production of methamphetamine was fast becoming a danger that threatened their citizens, environment, and economy, Morrison County took action. They developed a comprehensive meth reduction initiative built upon a series of specialized task forces and an extensive program of education, awareness building, law enforcement, and treatment. As a result of their efforts, significant progress has been made to combat the effects of a drug that has devastated communities all across America and their approach has become a model for the region, the state and the nation.



MORRISON COUNTY, MINNESOTA



Kathy Gaalswyk
President
Minnesota Initiative
Foundation



William Block
Chairman
Morrison County
Commission

INTRODUCTION

Since June 2004, Morrison County and its partners, the Central Minnesota Initiative Foundation and Morrison County residents, have been engaged in an intensive effort to reduce the impact of the drug methamphetamine, or meth, in the county.

Several incidences occurred in Morrison County over the past few years that truly brought the methamphetamine issue to the forefront. In 2002, the Central Minnesota Drug Task Force discovered three methamphetamine cooking labs in Morrison County. In 2003, they found three more. Simultaneously, county leaders began noticing a series of problems with the potential to negatively impact every resident in their county.

Local law enforcement saw an increase in petty theft, with farmers reporting theft of Anhydrous Ammonia—a primary ingredient used to make meth. These occurrences were mirrored by increased calls to social services about endangered children who lived with and near adults who made and/or used meth. To respond to what was clearly becoming a growing crisis, county commissioners and county department heads addressed meth as a serious problem at their annual county board retreat in 2004.

“There was a sudden realization that this was something that needed to be taken seriously. It wasn’t a matter of planning for when meth would arrive, but what to do when it was clear it had arrived.” – Mr. Tim Houle, Morrison County Administrator

ADDRESSING THE GROWING PROBLEM

In response, Morrison County Commissioners set reduction of methamphetamine use and manufacture as a central goal of the county and designated the Public Health Department as the lead agency in coordinating the effort.

Even before realizing that meth abuse and manufacture was rising to the level of an epidemic in the county, the commission began taking steps to address meth. As early as 2003, a working group, with diverse representation including the county Sheriff, Attorney, Administrator and departments of Social Services, and Environmental Health started meeting with the county commission to develop an ordinance requiring testing and clean-up of sites declared hazardous by the Public Health Department. Medical protocols for managing drug-endangered children were put in place and the ordinance, passed in February 2004, added a child protection component.

Community Awareness Grows

The county’s work sharpened awareness of the meth problem in the community. In 2003, Ms. Deborah Durkin from the Department of Health was invited to conduct two educational programs in Little Falls. The programs attracted over three hundred people. In 2004, the county followed up with a workshop entitled

*“Seventy-five percent of children in out-of-home placements are there due to meth use by the parent.”
– Melanie Beseman, Morrison County Social Services Supervisor*

‘Meth: It’s Everybody’s Business,’ highlighting the problem and inviting the public to become participants in the solution.

In the workshop, Sheriff Michel Wetzel and County Administrator Tim Houle laid out the costs of doing nothing to stop the growing meth problem in the county. Karl Samp, Vice President of Community Initiatives at the Central Minnesota Initiative Foundation, broke attendees out into four task force groups, asking them to devise strategies for prevention, education, treatment and enforcement. Through the sessions, citizens gained knowledge and tools to make informed choices to combat methamphetamine use and manufacture in their communities.

Prevention Task Force: The first goal of the prevention task force was to reach adults and at risk youth in the fourth to seventh grades. An age-appropriate brochure was developed and included with an adult educational newsletter and distributed to 16,000 households via the *Morrison County Record* newspaper. Residents



Approximately 1,800 people attended a Central Minnesota Initiative Foundation Conference to address methamphetamine challenges.

were still talking about the insert a year later when a second insert provided a new brochure explaining what families can do when they realize a family member may have a meth problem. Prevention also set up an anonymous drug tip line that has provided many leads and is working with the county on a website to identify convicted meth cooks.

Education Task Force: The Education Task Force provides education about meth dangers to teachers, students, parents, business persons, and other interested parties. So far, over 2,000 people have attended presentations conducted by Education Task Force trainers.

Treatment Task Force: The Treatment Task Force is responsible for studying local and state-wide treatment programs. Upon review, they determined that treatment programs and access to them was woefully lacking in Morrison County. As a result, the group started a twice-monthly support group for families of meth users. Recently, the Task Force has been collaborating with the County Sheriff and Social Services to bring a treatment program into the jail to help meth users begin recovery during incarceration.

Enforcement Task Force: The Enforcement Task Force successfully lobbied the Commission to hire an additional officer for their anti-drug team. According to the Sheriff, the position has helped the department locate more meth labs and make more meth related arrests. With donations from the ten banks in Morrison County, the Enforcement Task Force produced four highway billboards advertising the tip line number, letting meth users and cooks know there is a concerted effort to catch and prosecute them.

Task force members also worked with state legislators to add language to bills about meth for the 2005 legislative session. State Representative Greg Blaine

met with the group and offered his help in getting concerns to the legislature, resulting in the passage of comprehensive legislation.

LIFE AFTER METH: LET'S TALK ABOUT HOPE

“Life After Meth: Let’s Talk About Hope,” a community forum held in June, 2005, focused on the treatment of methamphetamine users. The objective was to better equip parents to spot and cope with meth use and other addictions that crop up within families. With a number of people experiencing meth use in their own families, people were most concerned about treatment and one hundred and seventy residents attended the forum. Jim Atkins, manager of admissions and case management at Hazelden Treatment Center, emphasized that addicts are not beyond hope, with Trudy Larson, a Little Falls area mother of a recovering 23-year old meth addict, detailing her family’s struggle to get her son off of the drug.

The Treatment Task Force is researching what steps to take to start Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) groups for youth and is lobbying the county for the development of a drug court.



Billboards are a key component of Morrison County’s public awareness effort to combat meth production and use.

Progress is continuing as the Education and Prevention Task Forces have reconvened to develop the next set of community activities. Members plan to revise the methamphetamine curriculum for middle school students. Trainers will be trained to include treatment methods in their programs. “Meth Watch” packets are being distributed to businesses that sell precursor chemicals as part of their store inventory. The Enforcement Task Force is pursuing more billboards and a slide to be used at the local movie theater.

COLLABORATION WITH THE CENTRAL MINNESOTA INITIATIVE FOUNDATION

As meth is a problem across all fourteen counties served by the Central Minnesota Initiative Foundation, the foundation produced a special issue of its Initiative Quarterly magazine entirely on meth. Morrison County was profiled for its forward thinking and comprehensive community-wide approach.

“I love that Morrison County is using the assets of the people to get involved. It’s a grassroots movement, not top-down, but bottom-up. Meth is a community problem and needs a community response.” - Karl Samp, Vice President of Community Initiatives, The Central Minnesota Initiative Foundation

In November 2005, the Initiative Foundation launched a statewide campaign called ‘Minnesota ICE (Intervention, Care, and Education): A Rural Response to Methamphetamine.’ Nearly 2,000 attendees came to its statewide meth conference. The Foundation has hired a Meth Coordinator and applied for grants to support local coalitions in combating the epidemic.

Based on the experience of Morrison County and strong interest from other areas, the Initiative Foundation launched a region-wide meth program. Using the Morrison County model, the Foundation is providing



County Administrator Tim Houle presents Meth Watch material to the Manager of Petro Plus. Posters and display items are used to inform customers that store personnel closely watch precursor chemicals used to make meth.

a combination of grants, technical assistance, resource referral and training to each county in the region.

The model is also being shared with five other Minnesota Initiative Foundations, making it a statewide tool. Morrison County officials are frequently asked to consult with other Minnesota communities about what has worked for them. The Count’s model is becoming a national model to address meth that is comprehensive and citizen based.

Meth Lab Clean-Up

Morrison County’s Clandestine Lab Clean-Up Ordinance has been used to clean up properties declared chemical public health nuisances. Drug-related arrests jumped 118 percent in 2003, including a 235 percent increase for meth arrests. As far as effectiveness, although there is no conclusive link, it is interesting to note that in 2004 since the ordinance those numbers declined 11 percent and 7 percent, respectively. In 2005 there was another 10 percent drop in drug-related arrests.

LESSONS LEARNED

The Morrison County Meth Reduction Initiative proves that success requires an engaged citizenry. Over the last eighteen months county residents have motivated

themselves to attend workshops and learn as much as they can about methamphetamine. The groundswell of support from county residents was due in no small part to effort the county made to make sure residents heard about what the task force groups were doing and remained in constant contact through the newspaper, cable television, schools, churches, and other local community meetings.



Kelly Deter (right), an intern at the Initiative Foundation, is pictured with a young audience member at a community forum entitled "Life After Meth – Let's Talk About Hope."

In order to coordinate what all the task force groups were doing and keep them from overlapping efforts, a county funded staff person was assigned to the task. That person was responsible for coordinating the needs and projects of the four groups comprising its Coordinating Council. Having a dedicated staff person and a Coordinating Council composed of the task force chairs, recorders, facilitators and commissioners, was essential. Minutes from the groups kept people informed between council meetings.

By making meth reduction in Morrison County everybody's business, improvements have been made to enhance the public's safety, curb a devastating environmental contaminant, improve citizen health and help youth succeed. The exciting partnership between Morrison County, its residents, and the Initiative Foundation has made each partner realize that this problem can be tackled if done so in a comprehensive and collaborative manner.

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"The Sustainable Community award winning communities are extraordinary and I continue to be amazed by the innovation of America's county leaders in addressing so many challenges. I have dedicated much of my Presidency of the National Association of Counties to combating methamphetamine abuse, so I am particularly pleased to see an outstanding meth reduction initiative included among this impressive group of recipients."



Bill Hansell
President
National Association of
Counties

2005 NACo Center for Sustainable Community *Award Winner*



**Jackson County, Missouri;
the Kansas City Chiefs; Kansas City Royals;
Bridging the Gap; Deffenbaugh Recycling;
and, the Mid-America Regional Council:**

Royal and Red...With a Touch of Green

Realizing the large scale recyclable waste generated at the county's major sports venues and resulting negative environmental impacts, Jackson County Executive Katheryn Shields took the initiative to improve quality of life for county residents. By partnering with the Kansas City Chiefs, Kansas City Royals and other local partners, Jackson County has significantly reduced the flow of waste into landfills by hundreds of tons annually while simultaneously enhancing their economy and educating their citizens. Their innovative approach to recycling, education, and partnership building with stadiums and sports teams is a model for sustainable community enhancement.





Katheryn Shields
County Executive
Jackson County, MO



Johnny Williams
Manager
Stadium Services
Kansas City Royals

INTRODUCTION

Jackson County, Missouri owns the Truman Sports Complex, site of Kauffman and Arrowhead Stadiums, home to two major professional sports teams, the Kansas City Royals and the Kansas City Chiefs. Although over a million fans attend Royals and Chiefs games each season, there used to be little to no provision for recycling the tons of waste generated at these venues.

Noticing the large scale recycling programs put in place at a few stadiums across the country, County Executive Katheryn Shields brought the concept home to Jackson County. In addition to recycling waste generated by approximately 300 employees at the complex, this program educates over a million sports fans a year, saves money and resources for the franchises, and diverts hundreds of tons of waste from local landfills.

HUMAN SERVICES CENTER

According to the Chiefs' records, the total attendance at Arrowhead Stadium for a ten game season (exhibition and regular season games) is 794,500, or an average of 79,450 per game. In addition, Arrowhead is used by the Wizards professional soccer team (16 games per year with an average attendance of 8,000 fans); two concerts per year with an average attendance of 40,000 – 50,000 each; and two college football games with an average attendance of 79,000 each.

Concessions are a major part of these events, generating a large amount of corrugated cardboard for transporting products such as hotdogs, nachos, peanuts and beverages. In addition, paperboard represents approximately 10% of the waste stream for the teams. Clearly, a significant amount of the waste generated at these events is recyclable and can be diverted from landfills. Recycling cardboard/paperboard could result in keeping almost 50% of the stadium's waste out of local landfills.

THE SOLUTION

Jackson County took the lead in initiating the Stadiums' Recycling Program. County staff developed a plan, assembled partners, managed project grants, assigned personnel to oversee the operations and tracked progress. At the start, a primary objective of the program was to inform stadium personnel of the positive impact that responsible waste handling could have on their bottom line as well as the environment.

To show this, the county performed a waste audit. Because the concept of performing a waste-audit on a sports venue was so new, there were very few examples of how to do it properly. And they faced an even greater task. No county had ever performed a waste audit simultaneously in dual facilities—facilities located next to each other and served by a common dock area.

Because the county was trying something innovative, they looked for support from non-traditional sources outside their area. They found a grant for a Comprehensive Waste-Assessment of the Chief's and Royals' operations from the Missouri Department of Natural Resources. Upon completion, the Comprehensive Waste-Assessment revealed a potential 900 tons of recyclables per year within the complex.

With information from the waste audit, Jackson County applied for, and received three additional grants to implement the audit's recommendations.



Kansas City Chiefs defensive back Willie Pile signs autographs for kids celebrating the 'Beat the Chiefs' recycling competition.

The grant application included \$30,000 in matching funds from the Chiefs and Royals plus \$1,000 from NAPCOR (the National Association of PET Container Resources) and in-kind contributions from Jackson. Equipment purchased using the grant funds included containers for plastics, aluminum and paper outside the stadiums, along the concourses and dock, and in the administrative offices. The new equipment for recycling was accompanied by an ongoing educational process for employees and event attendees.

Partners

Jackson County's Stadium Recycling Program is a great example of what is possible with innovative partnerships. Over a dozen public, private, and not-for-profit organizations participated in the project, which receives funding from seven different agencies. While relations between many governments, stadiums and sports teams vary, the level of cooperation with this project was unprecedented, producing increased levels



Executive Shields discusses recycling while backed by the environmentally conscious "Green Elvis" at the offices of the Kansas City Wizards soccer team.

of environmental stewardship, additional expenditure savings, and a more enjoyable sports going experience. Lead by the Jackson County Executive’s Office, key partners in the initiative include:

- Aspen Cleaning
- Bridging The Gap
- Center Plate
- Deffenbaugh Recycling
- Franklin Associates
- Kansas City Chiefs, Inc.
- Kansas City Royals, Inc.
- Mid-America Regional Council-Solid Waste Management District
- Missouri Department of Natural Resources
- National Association of PET Container Resources
- Resource Conservation Office

THE RESULTS

Jackson County, citizens, the Kansas City Chiefs, and the Kansas City Royals proudly note that they have recycled over 150 tons of materials which would have otherwise been dumped. They have accomplished this by educating hundreds of thousands of fans, plus their employees at the complex. By significantly reducing waste flowing into local landfills, they have improved



Recycling receptacles are readily accessible for use at all Kansas City Chiefs football games.

quality of life for Jackson County’s citizens and strengthened it for the long term.

As a result of the increased aluminum can recycling, proceeds donated to the local Dream Factory Charity for Children have increased, and they have strengthened the image of their local sports teams as involved and responsible community partners. For example, Jackson County partnered with the Chiefs and the Abitibi Recycling Company to establish the “Beat the Chiefs Challenge.”

The challenge is simple: The Chiefs recycle 2.5 tons on an average game-day. Local schools take the entire

Program Costs

Capital Expenses

Cardboard/Paperboard Compactor.....	\$15,780
Plastics/Aluminum Compactor.....	\$15,219
Recycling Igloo Conversion Kits.....	\$8,050
Patron Recycling Stations.....	\$10,000
Office Recycling Receptacles (paper).....	\$811
Office Recycling Receptacles (plastics & aluminum).....	\$1,619

Operating Expenses

Plastic Post-Game Collection.....	\$12,000
Plastic Collection Bags.....	\$1,748

Contract Expenses

Waste Audit.....	\$15,000
Consultant Fees.....	\$36,700

month of December to ‘Beat the Chiefs’ and recycle 2.5 more tons than they had in November. In 2003, 34 schools recycled 108 tons of additional paper products. By 2004, 64 schools recycled 189 tons of additional paper products. Winners this year received a certificate and an official Chiefs game-day blanket. The award ceremony was held in the Press Club Room at Arrowhead Stadium, where Chiefs starting free safety Willie Pile and County Executive Katheryn Shields handed out prizes to winning school representatives and students.

AN ONGOING SUSTAINABILITY EFFORT

The county continues expanding their partnerships. In addition to recycling at the stadiums, they are actively disseminating information about the Jackson County Recycling Program and encouraging other entities to participate in waste reduction and responsible environmental stewardship. The Kansas City Chiefs recently hosted an Environmental Excellence Business Network (EEBN) workshop. The EEBN group includes facility managers and operators from private, public, and not-for-profit organizations who are looking for new and innovative ideas to implement environmental improvements within their institutions. County Executive Katheryn Shields spoke at the event and addressed questions regarding the Chiefs and Royals recycling program. Over 50 area experts attended the event, which was followed by tours of both Kauffman and Arrowhead Stadiums.

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The contractor responsible for providing concession services at Arrowhead and Kauffman Stadiums also holds the contract for Kemper Arena and Verizon Wireless Amphitheater located in Kansas City. In the future, the cardboard, plastics and paperboard-recycling project may be expanded to include them as well.

REPLICATING JACKSON COUNTY’S EFFORTS

This project has proven to be a wonderful example of a successful public/private/not-for-profit partnership. Jackson County, as a public entity, is the leader in the recycling effort. Any county who has tried to partner with their local professional sports franchises on any project knows how difficult the process can be. The county worked hard to engage the sports teams and make sure they had something to gain with the partnership. As a result, the Kansas City Chiefs and Royals have embraced this proposal with open arms. Jackson County officials hope this project provides valuable insight and ideas on implementing similar programs at stadiums all across the country.

Jackson County is proud to make their community more sustainable by mixing “Royal & Red...with a touch of Green”.

“As the nation’s second largest purchaser of home mortgages, Freddie Mac with our lender partners, is committed to working closely with America’s county leaders to increase home ownership and create quality communities. We are proud to join in honoring the winners of the 2005 Center for Sustainable Community Awards whose leadership, innovation, and commitment exemplifies the very best in governance and service to community.”



Richard F. Syron
Chairman and CEO
Freddie Mac

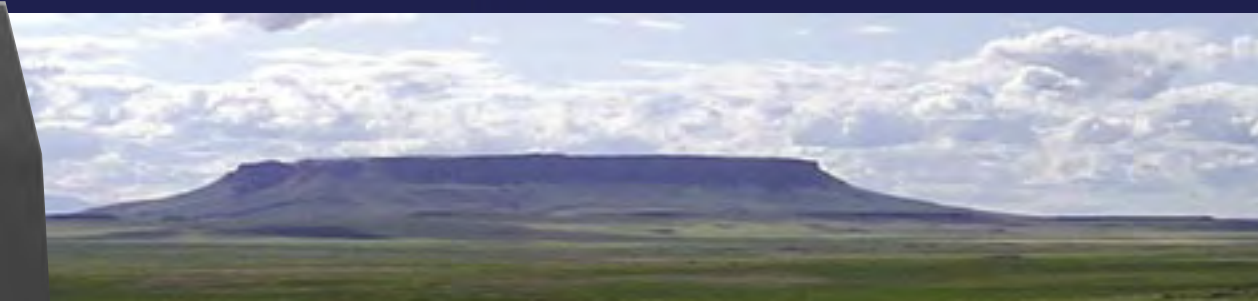
2005 NACo Center for Sustainable Community *Award Winner*



**Cascade County, Montana,
Montana Dept. of Environmental Quality,
National Renewal Energy Laboratory,
and Wind Powering America:**

Cascade County Wind Power Marketing Program

To capitalize on the presence of consistent winds as a potential renewable source of power, Cascade County launched a broad based education, marketing and partnership building effort culminating in the development of the Horseshoe Bend Wind Park. The creation of the wind park was the result of strong county leadership, innovative use of county resources, and a keen understanding of what it takes to secure key development stakeholders. The project has won Cascade County national praise and the honor of being home to one of the state's first utility grade wind farms.





Peggy Beltrone
Cascade County
Commissioner



Tom Mital
Cascade County GIS
Department

INTRODUCTION

The Horseshoe Bend Wind Park is a reality, in part, because of an aggressive marketing effort initiated by Cascade County Commissioner Peggy Beltrone. It is a nine megawatt park that has brought new economic opportunities and sustainable energy to the region.

Located on the East slopes of the Rocky Mountain Front, Cascade County, Montana has strong and predictable winds. This is an asset, as due to variation in strength and duration, wind tends to be an unstable commodity. Cascade County leaders saw enormous potential in the wind, which if capitalized upon could be a sustainable source of energy and economic enhancement. However, compellingly demonstrating that potential to the limited number of wind power developers would prove a monumental challenge requiring vision, persistence, and innovation.

Cascade's need for developing a new source for sustainable economic development is hard to overstate. According to a May 2003 Community Development Needs Assessment, the population of Cascade County (79,849) has remained stable for the past ten years and is not projected to grow over the next twenty. The County is faced with a declining tax base and few economic opportunities outside the county seat of Great Falls. The population is aging faster than the country as a whole. Its poverty rate hovered around 13.5% and school enrollments are declining. The Cascade County Wind Marketing Program is a key component of a multi-pronged effort lead by local officials to promote sustainable growth in the county.

MAKING WIND POWER A REALITY IN CASCADE COUNTY

Value-Added Wind Maps

The first step in the marketing program was to add value to the federal wind map data that exists in a standard format for all wind rich counties. Cascade County GIS Department director Eric Spangenburg drew down the national data and added land ownership, roads, transmission lines, elevation and a other distinct local features to the maps. The enhanced Cascade County Wind Map brought combined all of the essential local features and wind data that would be of interest to wind developers—and provided it to them for free. The maps became the centerpiece of the wind marketing program.

“Cascade County has established itself as the most ‘wind friendly’ county in Montana. Commissioner Beltrone listened to wind developers’ needs and offered a complete product to satisfy them. Wind generators will multiply and spread across Cascade County’s landscape from the nurturing and encouragement the County has given.” – Mr. Van Jamison, Coordinator, Montana Wind Working Group

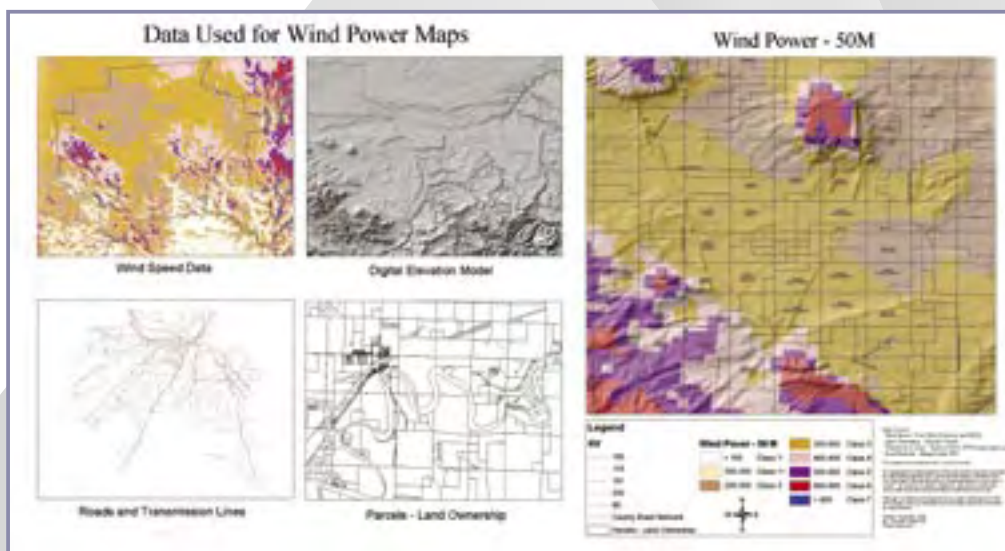
Map in hand, county officials assembled a team of experts and leaders to guide the effort. The most wind-

knowledgeable experts were found in the Weed and Mosquito Abatement Department. This staff has 30 years experience monitoring and adjusting for wind conditions as they spray pest repellent across the county’s 2,660 square miles of land. Department Director Doug Johnson took one look at the map and questioned the data. He had the on-the-ground knowledge of wind patterns that made the map even more specific and detailed. This gave the county an even better, more concrete picture to present, which lowers the risk and uncertainty for a potential wind power supplier.

CHALLENGING THE DATA SOURCE, PRESENTING THE REAL CASCADE COUNTY

The map became more accurate because the county team was innovative enough to actually self test the nationally supplied data. Upon further review, they realized the map was not accurate enough for their needs, or those of a wind power supplier. So in partnership with the Montana Department of Environmental Quality, who loaned them anemometers, they recalibrate the map with their own county specific, tested data.

When the new map was completed, officials were able to confidently promote the county’s wind resources to developers as far away as Florida and California. Wind developers were highly impressed with the work the



Cascade County created their own enhanced wind power maps to demonstrate their potential to wind power developers.

county had done, with one executive saying, “You’ve just cut weeks of costly ground time that we would have had to perform just to ‘prospect’ your wind resources.” Cascade provided developers with knowledge about the capacity of transmission lines and landowners that might be willing to work with them. The county also designated staff to serve as conduits for connecting landowners with interested developers.

Aggressive Community Outreach

Connecting wind developers to the County is only part of the equation. Residents also needed to understand their resource and how to interact with wind power developers. In February 2002, the Wind Map was introduced to the public. County officials arranged an evening public meeting where it would be projected on a large screen while a panel of experts detailed strategies for landowners to “get in the game.” Several hundred residents braved subzero temperatures to attend.



The Horseshoe Bend Wind Park

EXERTING STRONG COUNTY LEADERSHIP, SHARING LESSONS LEARNED

The word is out about the Cascade County program. The Wind Map has been featured in the book,

Geography and GIS: Serving our World, published by ESRI software. The entire initiative has been profiled in numerous television and newspaper features, as well as articles and newsletters. It has also received high praise for its marketing effort, which has become a model for how local governments can work to understand their unique assets and leverage them for community enhancement.

Wind Powering America team leader Larry Flowers worked with Commissioner Beltrone on national and regional workshops, including the National Association of Counties Western Interstate Regional Conference and workshops at the Montana Association of Counties. Beltrone is currently working with Flowers on a County Official *Wind Development Handbook* for publication in 2006.

“This is an outstanding model program for wind-rich rural communities everywhere. It is an example of how a smart and visionary local leader can bootstrap together available resources, and craft a program that makes the wind business efficient and rewarding for both the developer and for the county’s citizens.” - Rhys Roth, Co-director, Climate Solutions

Demonstrated Success

Four years of intense wind energy marketing to developers in eight states has paid off. Exergy Development Group, LLC utilized the county’s technology to design, procure, and install the Horseshoe Bend Wind Park for the owner, United Materials of Great Falls. United Materials is county-based and employs over 125 people. As a result of the effort, the United Materials construction operation is the first major industrial customer in the state who will be able to displace its entire electrical power (diesel) load because of wind-based energy generation.

United Material’s Horseshoe Bend Wind Park represents a major success for the county, but it is not resting on its laurels. With the assistance of the

Department of Environmental Quality, the Cascade County wind map is set to be recalibrated using even more recent data to continually increase its reliability and value.

“The number one concern associated with all business ventures is how to mitigate risk. Peggy Beltrone and Cascade County have led Montana and the nation in assuring continuity between business, community, and government in wind resource development.” - James Carkulis, President, Exergy Development Group, LLC



Commissioner Beltrone discusses the wind power project with local leaders.

AN ONGOING SUSTAINABILITY EFFORT

Not surprisingly, local interest spiked once again when the wind towers broke the skyline. As the next step, county officials are working with policy makers and private interests to increase transmission capabilities, and Exergy is actively investigating other opportunities in the County. Through strong leadership, vision, and innovation, Cascade County has repositioned itself as an energy efficient, sustainable community and a highly competitive business destination.

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“The Institute for Building Technology and Safety is proud to join with the NACo Center for Sustainable Communities in recognizing the outstanding efforts of county governments and their partners in the community, faith-based and private sectors in creating quality communities. As a non-profit organization created with the sole purpose of assisting governments in serving citizens, IBTS shares NACo members’ commitment to providing top notch service to constituents. We could not be more pleased to lend our enthusiastic support in giving county leaders and their partners recognition which is long overdue.”



Ashok Goswami
CEO
Institute for Building
Technology and Safety

2005 NACo Center for Sustainable Community *Award Winner*



Atlantic County and Atlantic County Utilities Authority, New Jersey:

A Partnership for Energy Efficiency and Environmental Protection

Atlantic County, New Jersey is proving that alternative energy is no longer just a 'thing of the future'. Atlantic County has embarked on a comprehensive sustainability effort featuring initiatives that are not only "homegrown," but clean, economical, and replicable for other communities with a commitment to energy stewardship. Projects include a landfill gas to energy project an administrative building that uses green energy, and significant use of solar power throughout the system. The county's progressive actions have resulted in half of its energy needs being supplied by alternative energy, lowering its energy costs, and even strengthening its security.



ATLANTIC COUNTY, NEW JERSEY



Dennis Levinson
County Executive
Atlantic County, NJ



Matthew G. Gallagher
Chairman
Atlantic County Utilities Authority
Board of Directors



Richard S. Dovey
President
Atlantic County Utilities
Authority

INTRODUCTION

According to a recent article in MSW Management magazine, the results of a recent Google search on “energy crisis” returned 31 million hits. Over the past several years Atlantic County residents have felt energy pressures, making decisions whether to heat their homes or pay for food and medical prescriptions. To address resident concerns, Atlantic County began an expanded effort to increase energy efficiency.

In fact, Atlantic County and the Atlantic County Utilities Authority (ACUA) have been working together for almost two decades to make Atlantic County one of the most energy efficient, environmental friendly places in the country. County officials realized early on that many people still consider non-fossil fuel based, or ‘alternative’ energy as something for the future—too expensive and impractical for today’s world. The county did not share this belief and realized the need to demonstrate its feasibility immediately.

Currently, the county is home to the world’s largest solar-wind hybrid powered wastewater treatment facility, the nation’s first coastal wind farm, New Jersey’s first commercial wind farm and its second largest solar generation facility. The ACUA’s solid waste and recycling facilities and administrative building are completely powered by methane gas produced from its landfill. The County is also home to the state’s largest biodiesel fleet of more than 105 vehicles.

By making a concerted effort to tap into its alternative energy sources, significant progress has been achieved. In 2004, very little of the ACUA’s electricity was derived from green power, but today, nearly 49 percent of its energy needs are supplied by alternative energy. How they accomplish this is a model worth observing for other communities facing energy related challenges.

THE SOLUTION

In the late 1960s the Atlantic County government set out to make improvements in their wastewater management system. They had more than 20 small, outdated sewage treatment plants. Many of these discharged sewage into streams, tidal basins and other surface waters, resulting in the degradation of the county's fresh water resources, estuaries and marine environments. Atlantic County established the ACUA to develop a comprehensive approach to wastewater management.

In the late 1970s it constructed the Coastal Region Wastewater Treatment Plant, which has been expanded to serve the needs of residential and commercial development throughout the county. As a result, Atlantic County's back bays, rivers and streams are now fit for recreational activities such as swimming and fishing. By the 1990s the ACUA had established a nationally recognized system to recycle, compost, and dispose of solid waste. A double-lined landfill, recycling center, composting site, transfer station, and ancillary facilities were built on a 360-acre site known as the Howard "Fritz" Haneman Environmental Park.

These efforts set Atlantic County on the right track as far as cleaning up the environment and restoring usage of its waterways to citizens. However, they did not address the energy consumption/usage issue. Now, more than a decade later, Atlantic County has established itself as a leader not only in protecting the environment but in advancing the use of alternative and green energy. Key features of the county effort include:

The GeoBuilding

One of the ACUA's first projects using green energy was the construction of its administrative building, or GeoBuilding, located at the Haneman Environmental Park.

The building was designed with a geothermal heating and cooling system, the first installations of this type in



During the construction of the Jersey-Atlantic Wind Farm a 120 foot long windmill blade is hoisted into the air.

southern New Jersey. It also incorporates other energy efficient features, including high efficiency lighting, skylights, and carpeting made from recycled plastic soda bottles.

The Methane-to-Electric Project

Recovering methane from stored waste as an energy source has many beneficial results. A significant amount of greenhouse gas is removed from the environment, toxic emissions are reduced, the potential for fires and explosions is minimized and odor is decreased. Seeing that potential, a landfill gas-to-energy project was completed by ACUA in March 2005. The methane-to-energy generator began operating under contract with a South Jersey Industries subsidiary, the local gas utility and DCO Energy, a local energy plant operator.

The New Jersey Board of Public Utilities (NJBPU) Clean Energy Program Incentive contributed \$513,200 for the 1.6 megawatt landfill gas to electric plant—20% of the project cost. The NJBPU approved a low interest loan from the NJ Economic Development Agency for the remaining 80 percent.

As a result, energy costs have been reduced by up to 36 percent from 2003 prices. Tax credits, greenhouse gas credits, and renewable energy credits have helped to further reduce the ACUA's energy costs. In addition, the ACUA received a New Jersey Department of

Environmental Protection grant to retire \$375,000 of greenhouse gas credits.

Atlantic County residents are seeing savings as a result of the county's efforts. It is estimated that the ACUA will save approximately \$80,000 to \$240,000 a year in electric costs through this effort and the future is bright for the project. An expansion has been approved to include a 1.9 megawatt generator to be operational by August 2006, followed by a second 1.9 megawatt unit to be installed in late 2007.

The expanded project will use 1,000 to 1,500 cubic feet per minute (CFM) of landfill gas. The gas will be used to generate 42,000,000 kilowatt-hours of electricity per year, enough energy to power 3,434 homes for a year. The expansion yields the same reduction in greenhouse gases as removing 39,632 cars from the road for a year or planting 56,475 acres of trees. Plus it will save an estimated 25,083 barrels of crude oil per year.

"The ACUA's courageous leadership in a diverse number of clean energy initiatives has not only created a rallying point for Atlantic County and the State of New Jersey, but its projects have charted a course of action that provide a replicable model for sustainability nationwide." - Mr. Todd D'Anna, School Administrator, Atlantic County, NJ

Converting Vehicles to Biodiesel

In 2005, the ACUA converted its entire 105 diesel vehicle fleet to biodiesel, making it the largest fleet in New Jersey to use biodiesel. Biodiesel is also being used by Atlantic County government vehicles and several local municipalities. A grant from the New Jersey Board of Public Utilities helped pay any difference in cost between regular diesel and biodiesel. However, with the increasing costs of fuel, biodiesel has, at times, already been cheaper than diesel and the conversion has helped to save an estimated 1,700 barrels of crude oil.



Venice Park Community members join government officials and ACUA executives to plant trees on Make a Difference Day.

Going Solar

Alternative energy use continues to expand. In March 2006, the state's second largest solar generation system is scheduled to be completed at the ACUA's Wastewater Treatment Facility. Working together with Conti/World Water, a 500-kilowatt photovoltaic solar project will be constructed with approximately 2,800 photovoltaic panels. The completed project is projected to produce more than 660,000 kW-hours of energy per year, which will be used to power the wastewater plant. It is estimated that this project will save the ACUA more than \$36,000 in 2006 and will offset the use of more than 400 barrels of crude oil.

The Jersey-Atlantic Wind Farm

One of the most visible projects is the recent completion of the Jersey-Atlantic Wind Farm, developed by Community Energy, Inc. of Wayne, Pennsylvania. Located at the wastewater treatment facility in Atlantic City, it is the nation's first coastal wind farm project, and paired with the solar project, the wastewater facility is also the world's largest hybrid-powered operation.

The wind farm includes five wind turbines that provide 7.5 megawatts of electricity during peak operations. The project saves the county \$350,000 of the wastewater plant's annual \$2.3M electric cost. For the ACUA wind energy farm, the NJBPU Clean Energy Program contribution totaled \$1.7 million of the \$12M project



Workers began installing solar panels in September 2005. The project provides 500 Kilowatts of energy to a wastewater facility.

cost. It also received a \$700,000 customer supply grant from the local electric company.

The high-profile project would not be possible without the support of the neighboring Venice Park community. Understanding that “no man is an island” the ACUA and Atlantic County reached out to Venice Park’s civic leaders to explain the project and gain their support. Educational efforts and partnerships have been established with local schools to expand the open dialogue with the community.

THE RESULTS

Atlantic county’s work demonstrates the feasibility of utilizing clean, renewable energy today. It has also strengthened homeland security by securing an energy supply in the event that the main grid is compromised. Atlantic’s comprehensive effort has restored the environment and waterways to citizens, developed a sustainable source of safer, cleaner energy and created a replicable model for other communities.

With so many notable achievements, the annual county Earth Day celebration has become an important part of the community, with 2,500 to 4,000 people showing up annually for the festivities. Earth Day 2006 may prove to be the biggest yet with the opening of the new wind farm.

Atlantic County and the ACUA are working hard to conserve natural resources by using clean and renewable sources of energy whenever possible. These are just a few of the successes achieved through Atlantic County-ACUA collaboration in the past several years. Their combined effort has resulted in a community that is safer, more sustainable, and living proof that when it comes to alternative energy, the future is now.

“The ACUA’s wind farm, solar project, landfill gas-to-electric project and bio-diesel fleet represent a present day look into what communities will need to look like if we are to achieve a truly sustainable earth.” - Mr. Todd D’Anna



The Solar Canopy over the wastewater treatment facility parking lot soaks up the sun's rays and protects fleet vehicles from the elements.

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"From extraordinary vision to strategic implementation to the on-the-ground results, I salute these winning communities for their commitment, passion and leadership. It is clear that some of the most innovative ideas in the sustainable conservation arena are being spearheaded by local organizations."



Larry Selzer
President and Chief
Executive Officer
The Conservation Fund

2005 NACo Center for Sustainable Community *Award Winner*



Cumberland County and the Cumberland County Business Council, North Carolina:

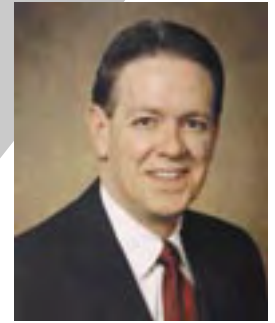
How Cumberland County, NC Is Leveraging the Military Through the Base Realignment and Closure Process

Ft. Bragg and Pope Air Force Base have a \$7.5 billion annual economic impact on their surrounding community. Yet a significant amount of economic potential remained untapped. To more efficiently leverage the strength of the military as a component of the community and local economy, Cumberland County began a concerted effort to increase their share of military contracts, integrate transitioning military personnel and military family members into the civilian workforce, and attract businesses that provide products and services to the military to the county.





Billy R. King
Chairman
Cumberland County
Commission



William A. Martin
President
Cumberland County
Business Council

THE CHALLENGE

In 2001, the citizen group Greater Fayetteville Futures, launched a grass roots visioning process for their community. The several hundred attendees developed three goals to improve quality of life in Greater Fayetteville, one of which was to “leverage the military for economic growth.”

Few local firms had military contracts, few jobs had been created, and the community needed to prepare for the 2005 round of Base Realignment and Closure (BRAC). While Ft. Bragg and Pope Air Force Base are considered essential components of the military’s force projection platform, the community wished to solidify its position as “the most military friendly community in the nation.”

THE SOLUTION

In 2003, Cumberland County was one of five organizations that banded together to form the Cumberland County Business Council (CCBC). The CCBC was formed to implement another goal of the Greater Fayetteville Futures—“to better coordinate economic development activities.” A CCBC taskforce led by Cumberland County and Fayetteville Technical Community College met bi-weekly to work on ways to leverage the military.

Working groups were assembled to develop programs to meet three main goals:

- *Increase Cumberland County's share of military contracts.* The idea of creating a Military Business Center (MBC) at Fayetteville Technical Community College to provide one-on-one assistance to local firms bidding on and servicing military contracts was revived.
- *Integrate transitioning military personnel and family members into the civilian workforce.* A web portal was designed to match the skills, experience and training of exiting military and family with local job opportunities. The portal was expanded to include matching the expertise of local firms with military and other governmental contracting opportunities.
- *Recruit businesses that provide products or services to the military into Cumberland County.* A “gap analysis” was completed by Angelou Economics, a nationally recognized economic development consulting firm, to assess the current county assets and gaps. This provided local economic development officials with information they needed to plan for future business growth.

The Web Portal

Requests for proposals were developed and the “web portal” contract awarded to a local firm, Advanced Internet Technologies (AIT). AIT had been recruited to the community through a joint effort between Cumberland County and the City of Fayetteville.

The portal, www.matchforce.org, launched in April, 2004. It was immediately successful in helping local firms find employees from the ranks of exiting military with job seekers and firms seeking employees notified by e-mail when there was a “match.”

Local firms were also encouraged to develop “profiles” of their capabilities to be matched on the portal with military and government contract opportunities. Daily listings of large federal contracts (through FedBizOpps) and local, smaller contracts available at Ft. Bragg and



A resident comments on the military-community relationship during a Greater Fayetteville Futures forum.

Pope Air Force Base were posted. Local firms were notified by e-mail when there was a match between the capabilities of their firm and the contract needs.

The North Carolina Military Business Center

In April 2004, a forum on military relations was held to involve the community in developing other programs to realize their goal of becoming “the most military friendly community in the nation.” The keynote speaker for the event was then Acting Assistant Secretary of the Army Geoffrey Prosch, who became a pivotal player in the BRAC process in his role as Deputy Assistant Secretary of the Army for Installations. Over 150 people attended the forum to discuss three main issue areas: economic development, community relations and government relations.

The Forum highlighted the community’s unwavering commitment to providing assistance and support to the military. Delegates to the North Carolina Legislature were so impressed with the county that they began an effort to implement the county’s program at the state level. By mid-2005, the North Carolina Military Business Center (NCMBC), a statewide effort, was established to build a network of offices to assist firms across the state in bidding on contracts. The matchforce web portal was also used in the state effort. To date, the portal has registered 3,695 people seeking jobs and 5,479 North Carolina firms seeking military and Federal contracts. Also, as a result of a feasibility



study requested through NCMBC, the North Carolina Legislature funded the North Carolina Innovation Center, an incubator to develop new technologies needed by the military.

The task force also recommended the county hold a Corps Community Summit of business and government leaders and garrison commanders from the four other communities that host installations of the XVIII Airborne Corps. In October 2004, representatives from Ft. Benning, Ft. Campbell, Ft. Drum and Ft. Stewart visited Cumberland County and Ft. Bragg to share ideas on community-military relations. Conversations such as this focus on the interrelation between communities and their military installations. This builds on previous work begun by Cumberland County and Fort Bragg looking to balance the need for the military to meet its mission while considering the needs of its growing surrounding community.

Base Realignment and Closure (BRAC)

In November 2003, Lt. Governor Beverly Perdue hosted a “military summit” with the North Carolina Advisory Commission on Military Affairs at Ft. Bragg to kick off the state effort to prepare for BRAC 2005.

In May 2005, the Department of Defense released its Base Realignment and Closure recommendations. Local leaders were surprised and disappointed to learn recommendations included moving the 43rd Airlift Wing and 23rd Fighter Group from Pope Air Force Base and transferring control of Pope Air Force Base to the Army. On a positive note, they were also pleased that the recommendations included moving the U.S. Army Forces Command (a four star command) and the U.S. Army Reserve Command (a three star command) from Ft. McPherson, Georgia to Ft. Bragg. The move is expected to bring several major defense contractors to the area.

The community mobilized immediately to address the BRAC recommendations and develop a community response. The Cumberland County team coordinated its efforts with Lt. Governor Beverly Perdue (who led the state’s BRAC efforts), Governor Easley, the U.S. Congressional delegation and the State Legislative delegation from Cumberland County. The county designated a high level BRAC Committee, including local and regional elected officials and business leaders determined to fight the recommendations to “realign” Pope Air Force Base, while supporting the

recommendations to expand Ft. Bragg.

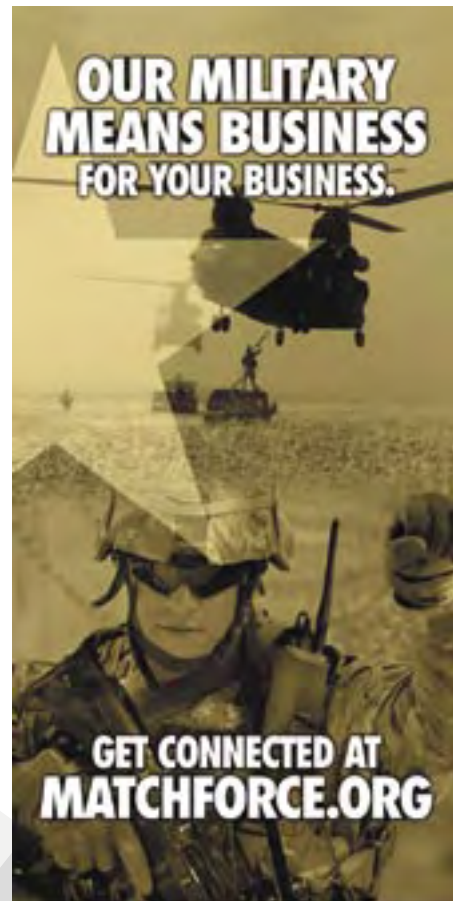
Initial BRAC Commission data indicated that 6,802 jobs would be lost with the changes at Pope while 7,240 new jobs would be created with the changes at Ft. Bragg. While this was still a net positive in jobs, the BRAC Committee firmly believed that major elements of the Air Force were needed to maintain the Army's force projection mandates.

The first step was to prepare for the BRAC public hearing to be held in Charlotte within a month and a half of the announcement of the BRAC recommendations. A show of community support would be essential to making the local case. Three buses were chartered and a group of 175 Cumberland County citizens packed the hearing room to support the proposal from Cumberland County. U.S. Senator Elizabeth Dole and Governor Mike Easley led the local testimony.

Based on the concerns raised by the BRAC group, the local delegation also traveled to Washington, DC to provide additional testimony. In the end, the BRAC Commission rejected the recommendation to entirely eliminate the command structure at Pope, instead opting to establish an "Air Operations Group" to oversee critical Air Force functions and coordination with Ft. Bragg. It is estimated that this will preserve an additional 1,400 jobs at Pope.



Military and business leaders meet at the 2005 Pope Air Force Base Job Fair.



MACHFORCE.ORG is providing a key service in matching military members and their families to job opportunities.

The approved recommendations at Ft. Bragg have massive potential economic impact. As a result, the total number of new residents associated with Ft. Bragg is estimated to climb by 20,500 by 2011. In addition, many major military contractors are expected to establish offices in the area, bringing additional jobs and residents to the area.

In order for the community to capitalize on the influx of people and businesses, a Community Forum on BRAC was held. The purpose of the Forum was to receive community input on the impact of BRAC in areas such as housing, transportation, utilities, health care, culture and the arts, schools and business development. Task forces are currently being formed to deal with these issues.

AN ONGOING SUSTAINABILITY EFFORT

Cumberland County is leading an effort to form a regional organization to deal with BRAC impacts. In January 2006, Governor Easley hosted a meeting to bring representatives from counties surrounding Ft. Bragg together for planning purposes. Cumberland County has a liaison to the planning team to facilitate community-military joint planning for the Ft. Bragg changes.

Cumberland County has taken a leadership role throughout the BRAC process—leading efforts not only in the region, but statewide. Perhaps most importantly, while their efforts are impressive, they are also highly replicable for almost any county with a military installation across the country. Cumberland County's success in collaborating with the military is proof that if the right relationships are developed, the community, the military and ultimately the nation itself will benefit.



The Airborne and Special Operations Museum is an important symbol of the relationship between the Army and the local community.

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"Affordable housing and home ownership are critical to the social and economic viability of a community. Bank of America has long been committed to helping individuals build financial security and helping communities build sustainability, which is why our alliance with National Association of Counties is a natural fit. Working together, we are strengthening communities across the country by increasing housing opportunities and helping individuals and families realize their goal of home ownership."



Gwen Thomas
Consumer
Real Estate/Neighborhood
Lending Sales Executive
Bank of America

2005 NACo Center for Sustainable Community *Award Winner*



Arlington County, Virginia; Rosslyn Renaissance, Inc; Clarendon Alliance; and Ballston/Virginia Square Partnership:

The Rosslyn-Ballston Metro Corridor

The five Metrorail stops that make up the Rosslyn-Ballston Corridor are neighborhood centers of business, commerce, social life, and activity — each distinguished by their own individual community character. Housing and commercial development within a quarter mile radius around these hubs is at an increased density and pedestrian traffic is the norm. Areas outside of these hubs are less dense and retain more of an open, suburban character. As a result of Arlington's visionary planning, the Rosslyn-Ballston corridor is among the most vibrant and economically profitable developments in the country, while also being one of the most neighborhood oriented, environmentally conscious and pedestrian friendly. The corridor has won numerous national awards for smart growth and sustainable development and stands as a testimony to strong county leadership, active citizen participation and collaboration.





Chris Zimmerman
Chairman
Arlington County Board



Julie Martin Mangis
Executive Director
Ballston-Virginia Square
Partnership

INTRODUCTION

In an effort to revive a dying commercial corridor, in the late 1960s and early 1970s Arlington County decided to reroute a proposed plan that extend the Washington Metrorail into Virginia by following a highway right-of-way. Instead, they lobbied to send the Metrorail on an underground path beneath a local main transportation and commercial corridor.

To support this rerouted transportation spur, a comprehensive planning effort was launched. In the early to mid-1970s studies were conducted by planners, consultants, and the community on new growth strategies. The studies considered both high and low-density mixed-use development patterns, and a variety of options to balance jobs and housing.

In a period when the majority of American governments were consciously expanding beyond the edges of their central cores, Arlington County made a different choice. They decided to focus on pedestrian accessibility and connectivity as a primary objective, even above automobiles. The intent was to foster growth and economic development—but do so in a sustainable way that supports neighborhoods and still allows openness—essentially a hybrid of city and suburb. Since the plan's inception, the community has remained vigilant in assuring that existing single-family and apartment communities are preserved and that the commercial cores remain vibrant and walkable.

PROJECT GOALS, OBJECTIVES, AND FEATURES

The intentions for the Rosslyn-Ballston Corridor and Arlington County as a whole are reflected in the county's mission statement, adopted at the end of a two year citizen input process: *Arlington will be a diverse and inclusive world-class urban community with secure, attractive residential and commercial neighborhoods where people unite to form a caring, learning, participating sustainable community in which each person is important.*

Today, the Rosslyn-Ballston Corridor (R-B Corridor) is approximately three-quarters of a mile wide and three miles long. Five underground Metro stations are located at close intervals. To help link people to the community and support walking, the density is purposefully a mixture of residential and commercial. Planners and the community wanted to:

- Strive for a 50/50 mix of residential and commercial development.
- Strive for a mix of uses by building.
- Preserve existing single-family neighborhoods and garden apartments.
- Focus redevelopment and density within a walkable ¼ mile radius of metro stations.

Highest densities were concentrated within walking distance of Metro stations, with building heights and densities tapering down toward single-family detached residential neighborhoods as you move further from the stations. Zoning for the rest of the county would remain low-density to preserve community character.

Each Metro station area serves a unique function: Rosslyn, on the R-B Corridor's eastern edge along the Potomac River, is a major business center, Courthouse is the local government center and Clarendon is planned as an "urban village". The Virginia Square/George Mason University station area contains a concentration of cultural and educational facilities, while Ballston is developing as Arlington's "downtown"—a center of social life and activity.



Rosslyn-Ballston Metro Corridor Development Is Clustered Around Metrorail Stations

Creating Sector Plans

Sector Plans were developed for each Metro station area. The Sector Plans identify desired public improvements, locations for retail development, urban design standards, public infrastructure needs, affordable housing, civic uses, open space, streetscape standards, and a variety of other characteristics. The detailed Sector Plans are intended to tell landowners, developers, and community members what the future of each station will be and how individual parcels should be developed. All stakeholders are involved in the creation of the Sector Plans, including civic associations, the Transportation Commission, the Affordable Housing Commission, Historic Affairs and Landmarks Review Board, Economic Development Commission, property owners, business leaders, developers and county planning and public works staff.

Streetscape Standards

Streetscape standards have been put in place to improve the pedestrian experience. These standards identify a consistent treatment for all public sidewalks in the R-B Corridor and are designed to enhance the different visual and physical aspect of each hub. This includes coordinating new developments with existing development. The goal is to create public and private



A neighborhood street in Ballston

spaces that provide comfort, utility and appeal for all that use them.

Streetscape standards are spelled out down to the individual Metro station area and a hierarchy of streetscape treatments has been developed relating to the type and intensity of development for each station area.

Affordable Housing

Providing low to moderate income housing is a challenge in Arlington, especially in the R-B Corridor where proximity to Washington, DC Metro drives up land prices and attracts high-end commercial and residential development. County housing policy is to preserve, improve, and expand affordable housing opportunities; provide a range of housing choices; ensure equal opportunity in housing; and meet identified community housing needs. Because the county relies wholly on cooperation and incentives, accomplishing this is a persistent challenge that has required constant innovation.

Several zoning tools to support affordable housing and to encourage developers to implement the county's housing policy have been adopted, including the "Special Affordable Housing Protection District" (SAHPD) and the "Coordinated Multiple-family Conservation and Development District" (CMFCDD).

These zoning districts require the retention of on-site affordable units in areas where such already exists (or a monetary contribution toward the provision of units off-site) and other incentives for revitalization of existing garden apartment communities.

In addition, a zoning ordinance includes a density bonus provision in certain districts, allowing a 25% density bonus with the provision of on-site affordable units or a monetary contribution towards units off-site. An example of success resulting from Arlington's affordable housing zoning tools has been the redevelopment of a site located within the SAHPD that consisted of 35 affordably priced units with 47 total bedrooms. With the application of the 25% density bonus and the SAHPD provisions, the county was able to retain affordable housing on-site with 15 two-bedroom apartments and six three-bedroom townhomes.

TOOLS FOR BUILDING BETTER COMMUNITIES

Arlington County officials understood that achieving their community vision was going to require partnerships with developers. In order to accomplish their objectives, the county has been creative in designing incentives and adjusting regulations

to accommodate mixed-use and transit-oriented development. The county has implemented several other policies and initiatives which have contributed to their success, including:

- Arlington’s Public Art Policy, which designates money specifically for public art projects to enhance community character and create local landmarks.
- Requiring developers to negotiate urban design guidelines, and undergo comprehensive public review, for every large commercial project
- Traffic calming projects implemented to reduce traffic speed and cut-through traffic in residential neighborhoods.
- Environmentally friendly design is encouraged by giving projects that meet silver LEED standards density bonuses.
- Pedestrian safety is enhanced by the installation of raised crosswalks, countdown pedestrian signals, and wide sidewalks.
- New commercial development is required to provide bicycle parking and showers to encourage alternative commuting.
- The Smartscape program—a collaborative effort among county departments focused on enhancing the appearance and cleanliness of Arlington’s commercial districts.

RESULTS

The successes resulting from implementation of the goals for the R-B Corridor are very impressive. Average daily Metro ridership more than doubled in the R-B Corridor between 1991 (31,644) and 2001 (72,346)

Nearly 50 percent of R-B Corridor residents are out of their cars and using transit to commute. Housing and commercial development have boomed while the neighborhood has become more pedestrian friendly.

Creating this amount of development at typical suburban densities would consume over 14 square miles of open space. The R-B Corridor only takes up roughly 2 square miles, in a county that covers 26 square miles. There are two Metro corridors in Arlington County (the second goes to the Pentagon and Washington Reagan National Airport), which, combined, comprise only 6.6% of the county’s total land area. However, they represent almost 50% of the county’s land value.

The development of the R-B Corridor has created a large commercial tax base for the county and a correspondingly low property tax rate for Arlington residents while providing them with convenient access to services and amenities. Today there are four full-sized supermarkets located within the R-B Corridor. Many smaller markets, dry-cleaners, pharmacies and convenience stores are located in close proximity to Metro stations. In addition, the R-B Corridor is considered a regional entertainment destination with its popular mix of restaurants, pubs, and local and national high-end-retailers.

There are also civic and institutional amenities in the R-B Corridor, including three public universities, one high school, two elementary schools, and the main public library co-located within a 16-acre public park. All primary local government buildings, including the jail, courthouse, and administration, are within

R-B CORRIDOR DEVELOPMENT	1969 (Pre-Metro)	2000
Office	4,458,071 sq.f.	18,423,845 sq.f.
Residential Units	2,565 units	21,581 units
Retail	314,845 sq.f.	2,220,815 sq.f.



A view of Rosslyn from the Potomac River

walking distance of Metro, enabling residents and employees to access services by foot, bicycle, Metro, or automobile.

In addition, a network of public parks with active and passive recreation facilities is located within the R-B Corridor, along with two community gardens where citizens can lease space from the county. There is also an off-road walking/running/biking trail that runs the length of the R-B Corridor and links to an additional 41 miles of trails to the west and to George Washington's Mount Vernon estate to the south.

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AN ONGOING SUSTAINABILITY EFFORT

The corridor is an ongoing, growing, vibrant initiative, and several factors have been key to its success. These include setting goals, implementing an open process that engages the community, and creating tools and incentives to enable goals to be met. Community participation is critical for success and the county will continue to rely on it when making crucial decisions in the future.

Arlington County is truly at the leading edge in creating sustainable communities. Their ambitious vision of a walkable, transit oriented community is a concept that many are just realizing the value of today. The success of the R-B Corridor has been the result of a commitment to applying sustainable development practices to revitalize a community. Arlington County's bold initiative has proven itself and will be a lasting model for other communities across the country and around the world.

"The International Council of Shopping Centers and the retail real estate industry believes that shopping centers make a difference to local communities through the positive contributions our industry makes to employment, tax revenues, community redevelopment and bringing a greater selection of goods and services to more people around the world. As a partner with NACo, it is our privilege and honor to support the Sustainable Communities Award program and recognize the efforts of county governments that are working together to develop innovative partnerships that improve the lives of their citizens."



Mike Kercheval
President and CEO
International Council
of Shopping Centers

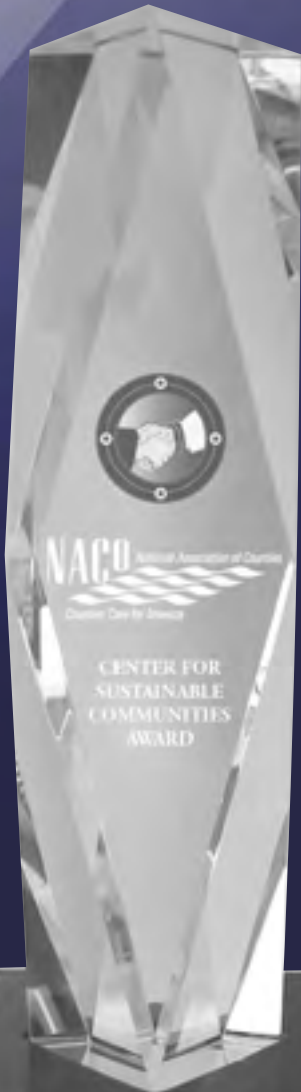
2005 NACo Center for Sustainable Community *Center Partner Award Winner*



King County, Washington: *King County Parks Business Plan and Residential Transportation Coordinator Project*

In the first of two initiatives it is recognized for, King County assure the future of its parks through one of the best examples of partnership building one can find. Faced with serious budget shortfalls that threatened to decimate its extensive parks system, the County began a comprehensive effort which has secured over 300 responsible corporate, non-profit and community sponsors and partners to preserve and enhance their parks. The program provides key lessons in understanding and marketing community assets, partnership building, and citizen engagement.

In its Residential Transportation Coordinator Project, King County and its partners designed a program that instills the qualities of sustainable communities. Residents have better access to jobs without dependence on a car. Increased use of public transportation helps protect the environment. Major employers can draw from a larger potential workforce who can now reach their jobs reliably.



KING COUNTY, WASHINGTON



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INTRODUCTION: THE PARK'S BUSINESS PLAN

In 2001, King County faced the potential closure of thousands of park acres due to an unprecedented budget crisis expected to worsen in coming years. Maintenance and operations revenue for parks from general taxes was reduced from \$18 million to less than \$3 million – a cut of more than 80%.

The elected leadership of King County took the lead in protecting the parks system through creation of an omnibus ordinance, promoting a pro-parks levy and requiring parks to become entrepreneurial and revenue generating. They established clear priorities for parks: (1) Retention of regional parks, pools and trails. (2) Increased volunteerism and physical activity. (3) Profitable and fun recreation options for the public. (4) Conserving acquired green space and conservation lands.

AN INNOVATIVE PARTNERSHIP FOR PARKS

KC Parks derives more than \$2 million annually from partnerships such as naming rights, corporate sponsorships, events, concessions, and gifts. They have achieved this by pushing the envelope in building corporate, community, and non-profit relationships resulting in 300 partners working together to create a thriving parks system.

“There is a growing consensus on the economic benefits of trails, benefit to property values, health benefits and traffic congestion benefits. Communities where people have opportunities for recreation tend to be healthier. This collaboration is so exciting because it demonstrates Starbucks and King County’s commitment to our health and our quality of life.” - Jessyn Schor, Executive Director, Transportation Choices

Public/Private Partnerships

Key corporate partners include Starbucks, Microsoft, Group Health Cooperative, Dasani, US Bank, SUBWAY restaurants, and First Tech Credit Union.

- **Group Health Velodrome:** \$120,000 annual naming right for the Group Health Velodrome in support of healthy lifestyles, active living, maintenance and operations of the only velodrome in Washington State.
- **Starbucks Favorite Trails:** \$250,000 investment in the County’s regional trail system impacting more than 3 million trail users.
- **Microsoft MSN Wi-Fi hotspots:** MSN annual naming rights of the Wi-Fi hotspots at Marymoor Park, Weyerhaeuser King County Aquatic Center and White Center Park deliver free internet access and promotion of the park system.
- **Dasani Blue Bikes Program, US Bank concerts at Marymoor, First Tech Movies at Marymoor, SUBWAY restaurants.**

Community/Non-Profit Partnerships

King County Parks cultivates strong relationships with more than 200 non-profit and community partners who dedicate more than 70,000 hours of volunteer service annually to the parks.

- **Serve Our Dog Area:** Maintains and operates a 42 acre off-leash dog park that attracts more than 700,000 visits annually and contributes more than \$60,000 in revenue.

- **Sammamish Rowing Association:** Leveraging \$150,000 in Community Partnership Grants through public/private partnerships to develop a new \$2.4 million rowing facility at Marymoor Park.
- **Preston Community Club:** Leveraging \$700,000 in Community Partnership Grants to develop a \$3.5 million regional park asset.
- **Technology Access Foundation:** TAF is leveraging \$2 million in County funding through public/private partnerships to create an \$8 million state of the art, LEED certified Community Center for 21st Century Skills at Lakewood Park.
- **Cascade Land Conservancy:** The CLC has partnered with King County to preserve more than 100,000 acres of open space and natural/conservation lands.

Funding Sources Supporting Parks

A four-year voter approved levy currently funds 56% of the parks system, but business revenues continue to be critical in filling the budget gap. Entrepreneurial revenue has significantly increased over recent years through corporate sponsorships, private donations,



US BANK sponsors outdoor concerts in King County parks to bring the community together.



King County officials and Starbucks executives launch a partnership to support King County Parks.

expanded concession agreements, parking fees and events. These include:

- \$340,000 3 year naming right for Group Health Velodrome
- \$100,000 1 year naming right for MSN Wi-Fi Hotspots
- \$300,000 3 year title sponsorship of US Bank Concerts at Marymoor
- \$250,000 1 year trails project with Starbucks
- \$400,000 bi-annual lease agreement with Cirque de Soleil & est. parking revenue
- \$25,000 annual beverage agreement with Pepsi
- \$12,000 annually from small concessions
- \$105,000 annually from gravel agreement
- \$400,000 annually from parking at Marymoor
- \$90,000 annually from cell towers and other utility agreements
- \$5,000 a month for two Subway restaurants

LESSONS LEARNED AND REPLICABILITY

King County has done as much perhaps as any county in the nation to form partnerships with the private sector and community groups to create a more

vibrant, sustainable community. By emphasizing that their parks system was an integral contributor to their community’s vitality and quality of life, they were able to engage an impressive array of responsible business partners to protect and enhance King County parks.

Not every county is blessed with the range of potential corporate and non-profit partners that King County possesses. However, the initiative provides core lessons that can be applied in most counties and many aspects of the program are still replicable, even if on a much smaller scale.

“King County’s commitment to their community partners has made a huge impact on our relationship and our organization. The success we have had in improving our programs and events over the past three years is due in no small part to the support we’ve received from Parks.” – Harley Sheffield, Marymoor Velodrome Association

The most crucial determinant of the success of the initiative was not Starbucks or any other company, but rather visionary leadership and innovation. King county has a large number of parks and a large number of businesses. Success began to come when county

officials and staff came up with the idea to link the two together. For other counties, the lesson perhaps is to take a look at their parks and envision them not just as recreation areas or attractions, but also as community assets that responsible businesses could participate in protecting.

INTRODUCTION: RESIDENTIAL TRANSPORTATION COORDINATOR PROJECT

King County Metro Transit (KCMT) operates one of America’s largest transit systems and the largest public ridesharing program. But the county saw that many low-income and immigrant communities faced language barriers that prevented them from utilizing the transit system to access employment opportunities.

Partnering with local housing authorities and social service agencies, non-profit and community partners, KCMT trained multi-lingual volunteer Residential Transportation Coordinators (RTCs) as ambassadors of transportation information. The RTCs created a bridge to help their own neighbors understand and use public transportation to get to jobs and other opportunities in the community. The program forged long-term relationships among public, private and non-profit providers who deliver vital services to those striving to establish themselves in the workforce and their new communities.

The Residential Transportation Program allowed many people to go to school and to work. Most did not know the bus system at all. This freed up the family car for the at-home parent who was taking care of the children.”
- Ms. Gail-Marie Vielle, Residential Presidential Coordinator

DESIGNING A SOLUTION

NewHolly and Park Lake Homes, two HOPE VI sites containing 1,369 housing units with large immigrant populations speaking as many as 40 different languages, was selected as the launch point for the RTCs with the following objectives.

- Support livable communities by increased awareness and use of transportation alternatives in “grassroots” efforts.
- Improve economic activity/retention of family-wage jobs, as well as access between home and work, by improving connections between neighborhoods and employment centers.
- Increase opportunities and incentives to walk, bicycle and use public transit through improved awareness and knowledge of these alternatives that result in reduced impacts to the environment.



King County residents receive their certificates designating them as Residential Transportation Coordinators.

To begin, King County conducted focus groups to assess residents' understanding and use of the transportation system. Next they introduced new transportation programs based on residents' needs, including working with the RTCs at community events and conducting Transportation Resource Training so residents could learn from agency staff and RTCs.

King County Metro provided design, program oversight and funding through its Jobs Access Transportation Program (a program of the Federal Transit Administration). King County Department of Community and Human Services handled administration. The non-profit Neighborhood House provided on-site support to citizens. Seattle and King County housing authorities and partner agencies such as Seattle Department of Neighborhoods and Atlantic Street Center provided on-site liaison with residents.

"King County was very pleased to have this opportunity to bring together partners in transportation, public housing and employment assistance to create new and innovative strategies to effectively link dislocated workers and low to moderate income residents with employment services that will help them to achieve economic stability and independence." - Ron Sims, King County Executive

The RTC program addresses a fundamental need in achieving social equity: access to jobs and other community opportunities. A group of critical public and private players has come together to combine transportation, housing, social and employment services to help residents with limited English toward self-sufficiency. In addition, neighbors have become a resource for each other in gaining that independence.

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"When I was President of NACo some years ago, I chose "Global, Digital, Sustainable" as my Presidential Initiative. In the years that have passed, we have clearly become more globally interconnected and more digitally and technologically reliant. Creating more sustainable communities is the most difficult of these objectives to achieve. That is why these award winners are so important. They prove that with innovation, partnership and commitment, achieving the vision of sustainable communities is not only possible, but it is happening."



Commissioner
Randy Johnson
Hennepin County, MN
Past NACo President,
and Chair, 2005 Awards
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CENTER for SUSTAINABLE COMMUNITIES *County Leaders Building Partnerships for a Livable Future*

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