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# THE WASHINGTON PLANNER

A Publication of the American Planning Association Washington Chapter

**July 2014    Volume XXVII, Issue 7**

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## July President's Message

With one year left as APA Washington president, Ivan reviews chapter highlights and looks forward to exciting new initiatives.

[Continues »](#)

## Register today for APA Washington 2014 Annual Conference

Join us October 16-17 in Spokane; early bird pricing ends September 19.

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## Take Advantage of the Mentor Match Program at the WA APA Conference!

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[Continues »](#)

## Save on your APA Washington conference registration fee through chapter membership drive

If you recruit a regular or chapter-only member between June 23 and October 17, you'll earn a \$30 registration discount. If you recruit a student member, you'll earn a \$15 discount.

[Continues »](#)

## Ten Big Ideas: Restore and Protect Ecosystems

Washington's diverse landscape requires careful planning in order to ensure a prosperous future.

[Continues »](#)

## Climate change, the Northwest, and you

Attend the region's premiere climate change conference and learn how to prepare the region for a successful future.

[Continues »](#)

## WASLA/APA Washington Happy Hour!

Join fellow landscape architects and planners at this casual, fun event later this month.

[Continues »](#)

## Young planners: Connect with mentors in the Puget Sound area

The 2014-2015 mentorship program, geared to planners under 35 or with fewer than three years of experience, will teach you more about the profession and advance your future career.

[Continues »](#)

## Integrating Planning, Architecture, and Engineering for Better Overall Transportation Solutions

Many communities are finding that the degree and success of this collaboration ties closely to the quality of solutions—and of the transportation system as a whole.

[Continues »](#)

### **[Positive changes coming to chapter office management](#)**

A new management services contract will strengthen and improve chapter administration, including new website and database capabilities.

[Continues »](#)

### **[Readers respond to May newsletter article on Grief, Change and Planning](#)**

Responses from readers to the May article on Grief, Change and Planning.

[Continues »](#)

## **We need old buildings to make great cities, but we need new ones too**

|grist.org/cities/we-need-old-buildings-to-make-great-cities-but-we-need-new-ones-too;

**Ben Adler / Grist (May 15)**

**; Cities need a balance of smaller historic buildings and taller new buildings to promote smart growth. A variety of building types provides opportunities for diverse commercial and residential development, and supports the efficient use of resources.;**

;

## **[New Research Suggests Collaborative Approaches Produces Better Plans](#)**

|planetizen.com/node/68747;

**Journal of Planning Education and Research / Planetizen (May 11)**

**; Collaborative planning has become a buzzword in the planning profession. For the most part, the benefits of collaborative planning approaches were anecdotal. New research shows collaborative planning has statistically significant impacts on planning outcomes including perceptions of plan quality and participant satisfaction with the plan.;**

;

## **[The Rise of Bicycling in Smaller and Midsize U.S. Cities](#)**

|citylab.com/commute/2014/05/rise-bicycling-smaller-and-midsize-us-cities/9059;

**Ralph Buehler and John Pucher / The Atlantic CITYLAB (May 8)**

**; Bicycling networks aren't just for big cities. Bicycling is on the rise in small and midsize cities. Smaller cities may offer some advantages for cycling because shorter trip distances and lower volumes of motor vehicle traffic make cycling less stressful.;**

;

## **[Sea Level Rise: A Challenge for Washington's Coastal Communities](#)**

|insight.mrsc.org/2014/04/28/sea-level-rise-a-challenge-for-washingtons-coastal-communities;

**Carol Tobin / MSRC Insight (April 28)**

**; Coastal communities in Washington face significant challenges with rising sea level. Washington State offers numerous tools and resources to help local jurisdictions plan for and adapt to sea level rise in an effort to make communities more resilient.;**

;

American Planning Association **Washington Chapter**

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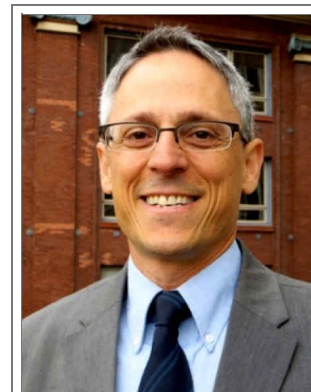
## July President's Message

By Ivan Miller, AICP

One year as president over and one to go! It has been quite a ride, we've accomplished a lot, we have a lot underway, and there's lot of people to thank.

### BUT FIRST ... WHAT COMES NEXT

**2014 Conference in Spokane:** by the time you read this, our [Conference Brochure](#) will be out. OMG, this looks like a really ... terrific ... conference. The conference committee, led by Nikole Coleman-Porter and Scott Kuhta, with huge assists from the amazing Inland Empire Section, has put together a program with strong keynote speakers, strong sessions, fun social and networking elements, and more. We hope to see all 1,300 members at the conference in Spokane (see separate article [here](#))! Related, the submissions for the Joint APA/PAW Planning Awards are in, and I'm happy to report they are more geographically representative than last year.



Ivan Miller, AICP—President, APA Washington

### Our New \$50 Chapter-Only Membership Rate starts July 1: As

part of the Board's 2014 budget action, we reduced our chapter-only membership rate to \$50. To reiterate what we wrote last January, we continue to hope that planners see enough value to be full members, meaning members of APA National as well. We've included a number of articles this year demonstrating the value of being a full member—communications tools, polling results, legal information, participation in information-rich national divisions, and more. That said, the Board wanted to make it easier for planners to "get their foot in the door" through a more affordable chapter-only membership.

If you are a planner, now's the time to join. If you are a consultant, we guarantee (in a legally non-binding way) that being a member of APA Washington will make your firm more attractive when pitching for new business. If you are a planning commissioner or elected official, give membership a try, or join as a group through our even more affordable [chapter-only group rate](#). If you are a planning director, you can't afford not to put money in the budget for your staff to join and sign up your entire planning commission. No doubt, this is the best investment you will make this year to ensure great planning in your community.

**Reader comments on the May newsletter article on [Grief, Change and Planning](#):** We received a fair number of comments after we published this article. Some were light-hearted, some were poignant, but all were thoughtful. You can view the comments [here](#). We encourage members and readers to continue to share their feedback if they read something that moves, inspires, or even upsets them. Engaging in a dialogue is how we improve the collective wisdom and impact of our profession.

### Now ... ONE YEAR DOWN, ONE TO GO

One of the prerogatives of being chapter president is the incredible amount of time you get spend on chapter activities. We have an active chapter Board and a lot of activity happening at the section levels. Here are some highlights—some new, some recurring, all special!

- **Partnered on a digital version of the short course:** With comprehensive plan update deadlines occurring all over the state, it is critically important to focus on citizen, commissioner, and elected

official planning education. I recently learned that in a couple of cities in the central Puget Sound region, zero percent of the elected officials and planning commissioners were in office when their last comprehensive plan was adopted. I'm sure this is not atypical, and it's a bit alarming. Given this, we've been working collaboratively with PAW, Commerce, AWC, RMSA, WCIA, and others to enhance the short course and make it more easily available. There are too many people to thank individually; instead, I'd like to share a collective thank you from the entire planning community.

- **Continued to expand the Game Changing Initiative and Ten Big Ideas:** Under the leadership of Past President Jill Sterrett, work on this great project has continued, and the committees have grown. The ten Big Ideas are: Address Climate Change, Enhance Regional Decision-making, Restore and Protect Ecosystems, Link Health & Urban Planning, Increase Local Government Capacity, Support Economic Development, Foster Social Equity, Support Sustainable Agriculture, Build Social Capital, and Rebuild Infrastructure. The task forces are working to the shift from Ideas into Action through activities such as providing tools for planners to deal more effectively with these issues, identifying needed legislative changes and considering the viability of crafting legislation, building public support through media outreach, or building support for planning through outreach to public officials.
- **Hosted our first Youth Summit on Climate Change:** Under the leadership of Paula Reeves (the chapter's new President Elect) and Jacqueline Reid, the event was linked to seven remote sites, and included about 100 attendees statewide. This new event was successful for us.
- **Held a very successful annual Conference in Bellevue:** Although many evaluations noted that there too many mushrooms on the menu, the remaining responses were very positive about the sessions, and many raved about Mitchell Silver's keynote presentation. Importantly, the conference strengthened the chapter's financial position as it continued to recover from the impacts of the recession thanks to generous conference sponsors. All of them are listed in our last [Biennial Report](#).
- **Successful section conferences:** Nearly all the sections are holding local conferences, often in collaboration with the Planners Forums. These conferences create additional opportunities to tailor training content and offer credits for AICP planners closer to home.
- **Continued geographic diversification of the Board:** APA Washington was and continues to be a statewide organization with members in nearly every corner of the state. Ensuring that our leadership reflects this geographic diversity was a top priority when I took office. We successfully recruited and elected planners from around the state to become officers. Recently, we've begun geographically diversifying the leadership of chapter committees. Although the differences of perspective among planners are much more subtle than some might lead you to believe, we now better reflect the north/south/central/east/west diversity of the state.
- **Continued coordination with allied professions:** Creating opportunities to network with and learn from/about allied professions adds value for chapter members. We included a successful Partners Track at the conference in Bellevue. Starting in 2014, the chapter will host some joint events with the Washington Chapter of the American Society of Landscape Architects. We're excited about what these types of partnerships mean in terms of education, networking, and socializing for our members. Expect this trend to continue as we move into 2015.
- **Continued success in core programs:** Several programs are hard at work delivering value, including the Community Planning Assistance Programs, which help small communities with direct planning assistance; the Kids in Planning Committee, which educates youth about the value of our profession; the Legislative Committee, which educates and serves as a resource for good planning legislation; our all-important Membership and Professional Development Committees; our Tribal Committee, and more.
- **Lots of 'under the hood' improvements:** These elements are the most interesting and critically important features of success—and all done by volunteers: Bylaw amendments. Membership surveys. Website updates. Improved newsletters. Better budgeting procedures. Adding volunteers to our committees. Clarifying officer and committee roles, processes, and procedures. Creating a record of our adopted policies. Successful scholarship auctions.
- **Organizing for the 2015 National Conference:** Last but not least, we've laid the foundation for a great conference. We have a terrific [committee](#), all hard at work on sessions, mobile workshops, opening receptions, resource materials, sponsorship opportunities, and more.

The chapter and section leadership has a lot to be proud of, and I'm honored to have been part of this work. There's a lot more to look forward to in the coming year. If you want to be part of this work, get in touch with me.



Ivan Miller, AICP  
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American Planning Association **Washington Chapter**

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## Register today for APA Washington 2014 Annual Conference



Come to Eastern Washington and attend this year's APA Washington Annual Conference in Spokane from October 16 – 17. The registration brochure, which includes all the sessions, was mailed on June 18. If you missed it, [click here](#) to download the brochure and learn about the exciting and educational sessions planned for the conference!

[Click here](#) to register to attend. Early bird pricing ends on September 19, which is \$275. **After September 19, the price increases to \$350.**



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## Take Advantage of the Mentor Match Program at the WA APA Conference!

New at this year's WA APA conference, we are offering the Mentor Match program! This is an exciting new way to make connections. The Mentor Match program pairs seasoned and emerging professionals during the conference and provides opportunities for career development and networking. The program model was developed by National APA and has been implemented successfully during past APA national and state conferences.



### WHY PARTICIPATE?

- ☐ Experienced planners get to meet enthusiastic new professionals and share insights and lessons learned from their careers.
- ☐ Emerging planners get to ask for advice on career development and get help networking.

### TIME COMMITMENT

- ☐ This is a low-commitment program designed to reach a relatively large number of people during a short period of time. It is different from the more intensive mentorship program piloted last year in the Puget Sound Section.
- ☐ Participants attend an orientation session and at least one other conference event together. Beyond this, it is up to each mentor and mentee pair to decide how much time they spend together. Pairs are not expected to attend the entire conference together.
- ☐ The program ends when the conference is over, however participants may choose to keep in touch or get together on their own.

### HOW TO SIGN UP

- ☐ You must attend the conference in order to participate.
- ☐ There is a separate online registration for the Mentor Match Program. [Click here to register!](#)
- ☐ The registration deadline is October 12, three days before the conference begins. This allows the program managers time to pair mentors and mentees and to communicate information with participants.

### WHAT HAPPENS AFTER I SIGN UP?

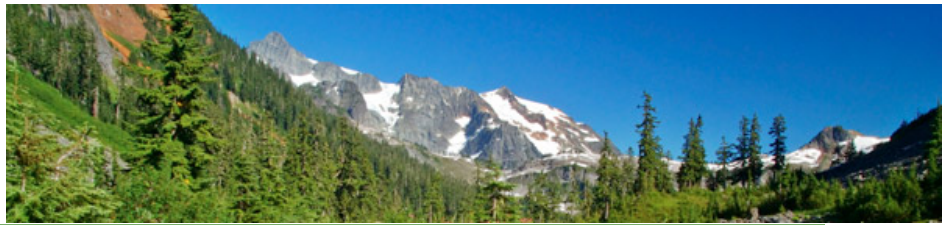
- ☐ You will receive a registration confirmation shortly after signing up.
- ☐ You will receive information about your pair and the orientation session in September or October.
- ☐ We encourage you to learn about your pair prior to the conference. This could include reading their



profile on LinkedIn, doing a phone call to introduce yourselves, and sharing resumes.

Go here to sign up for the Mentor Match program at the WA APA 2014 conference!

<https://www.surveymonkey.com/s/DLPTSSM>



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## Save on your APA Washington conference registration fee through chapter membership drive

APA Washington has launched this year's membership recruitment drive. Increasing our membership numbers helps APA Washington strengthen its excellent services—conferences and trainings, community assistance teams, relevant newsletter and website content, legislative programs, and more.

**WHEN:** The recruitment drive will run concurrently with the chapter's 2014 statewide conference registration from June 23 to October 17. Any APA Washington members who recruit new members during the conference registration period will be eligible to get a discount on their conference registration fee at the following rates:

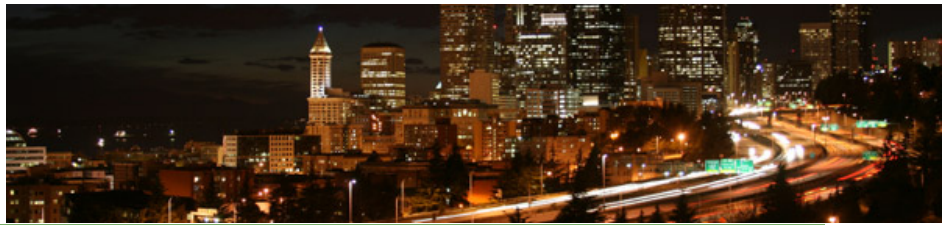
- \$30 discount for recruiting each regular and chapter-only member
- \$15 discount for recruiting each student member

**WHY:** Don't miss this opportunity to save money on your conference registration fee! Bring your co-workers, staff and friends to the APA Washington community by recruiting them during the membership recruitment drive. They will also enjoy the benefits of networking, training, participating in the legislative process, and many more!

**HOW:** There are just a few simple steps for the new member and the person who recruits them:

- *For the new member:* To recruit new members, have the new member go to: <http://www.planning.org/join/planners/>. From this link, they can download an application form in pdf or "join online". For Chapter-only membership, they can write "Chapter-only" across the front of a regular membership application form and submit the form and membership fee (\$50 starting on July 1, 2014) to the National APA office. Note that a new member is defined as anyone who has not been a member of APA Washington in the previous 12 months.
- *For the "recruiter":* When the recruiter registers for the state conference, the registration form will prompt you to fill in the name of the new member you recruited and, as soon as their name shows up on our membership list, a rebate check will be sent to you.

**QUESTIONS:** For additional information, contact Stephanie Kennedy at <mailto:totaleventconnection@frontier.com?subject=Wa%20APA%20Membership%20Drive>.



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## Ten Big Ideas: Restore and Protect Ecosystems

By Laura Hudson and Laura Benjamin

### Editor's Note:

*The Ten Big Ideas Initiative, an outgrowth of the Game Changing Initiative in coordination with the Oregon APA Chapter, is designed to bring about far-reaching and fundamental change on a variety of issues. Topics include addressing climate change, rebuilding our infrastructure, restoring and protecting our ecosystems, supporting economic development, and supporting sustainable agriculture.*

*Each month, The Washington Planner will focus on one of the Ten Big Ideas, providing Washington APA members with more information on the work being done and how they can get involved. Our second installment focuses on ecosystems.*

Washington State is home to rich and diverse biological areas, ranging from arid shrub-steppe to the marine environments of the Pacific Ocean and Puget Sound. Most of us are aware of our state's natural beauty, but have you ever thought about how these areas provide us with services that benefit our social and economic well-being? These services, commonly called ecosystem services, are the processes by which the environment produces resources including clean water, timber, pollination of native and agricultural plants, and reduction or elimination of flooding and pollution. Often, natural systems can provide essential services more cheaply than engineered systems. Proper planning is critical to ensure our state's ecosystems continue to provide us with a bounty of resources and services.



Considering the needs of ecosystems and wildlife in context with other community development needs and property rights is an ongoing challenge for Washington planners. In many cases, environmental goals and regulations are in uncoordinated "silos," such as the historic problems in coordinating the Shoreline Management Act and the Growth Management Act, or in ensuring that watershed planning is also reflected in critical areas regulations. Unless developments are carefully planned and managed, valuable ecosystem services and wildlife will continue to be impaired or destroyed.

Through the development and implementation of comprehensive plans, development regulations, and incentives programs, planners can minimize the impacts of development on ecosystems and wildlife. Unfortunately, these efforts rarely reverse existing damage to natural systems or improve their ability to



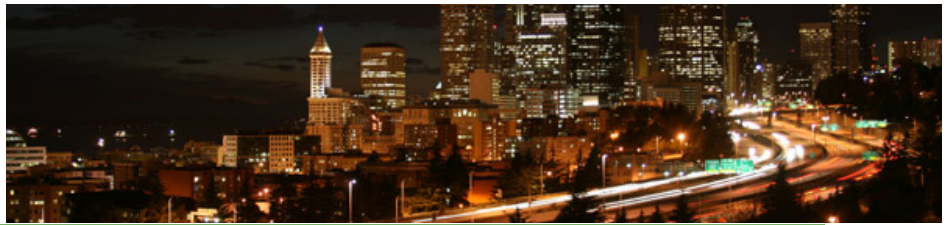
provide essential services.

The Restore and Protect Eco-Systems working group is part of Washington APA's Big Ideas Initiative and is working to develop an approach that ensures natural systems are evaluated and coordinated on a landscape level and the value of the services they provide is defined beyond those currently recognized by the Growth Management Act. This work includes fostering changes in our planning laws to recognize that many systems do not coincide with the political boundaries of cities, counties, or states, and protecting them requires coordination among these jurisdictions.

Recognizing that there are economic benefits from resource lands, the group is also considering how best to change the requirements for resource lands to ensure that the use of these resources does not occur at the expense of the environment and ecosystems services they provide. For more information on how you can lend your skills to restore and protect eco-systems throughout the state, please contact Laura Hudson at

[mailto:Llh2747@yahoo.com?](mailto:Llh2747@yahoo.com?subject=Request%20information%20for%20restoring%20and%20protecting%20eco-systems&body=Dear%20Laura%2C%20)

[subject=Request%20information%20for%20restoring%20and%20protecting%20eco-systems&body=Dear%20Laura%2C%20](mailto:Llh2747@yahoo.com?subject=Request%20information%20for%20restoring%20and%20protecting%20eco-systems&body=Dear%20Laura%2C%20) or 360-735-7911.



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## Climate change, the Northwest, and you

The 5th Annual Pacific Northwest Climate Science Conference takes place September 9 – 10 in Seattle. More than 250 regional practitioners and researchers will present the challenges and solutions associated with the impacts climate change has on the Pacific Northwest. Participants are anticipated to include educators, scientists, tribal leaders, and people from both the private and public sectors.

### Confirmed speakers include:

- John Abatzaglou, University of Idaho
- Steve Davis, University of California, Irvine
- Dennis Hartmann, University of Washington
- Amy Snover, UW Climate Impacts Group
- John Yaist, Esri

With early registration, a standard one-day fee is \$125 while two days costs \$150. A student/tribal discount (limited number available) is \$75 for one day and \$100 for two days. Early registration ends August 20; after that all fees increase by \$25. Fees include lunches, refreshment breaks, and one drink and appetizers during the poster session on September 9.

The conference will take place at Kane and Meany Halls on the campus of the University of Washington. For more information, visit <http://www.pnwclimateconference.org/>.





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## WASLA/APA Washington Happy Hour!

Consultants, meet your clients and vice versa at an informal setting during the first ever WASLA/APA Washington social hour! Cool off with a cold one, Thursday, July 24, 5:30 p.m., at GGLO. We plan to have a great time!

If you would like to attend, and we hope that you do, please RSVP to [Coreen Schmidt](#).

*This event is being hosted and sponsored by GGLO.*







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## Young planners: Connect with mentors in the Puget Sound area

The APA Washington Puget Sound Section's Young Planners Group is recruiting young planners for its 2014-2015 mentorship program. This wonderful opportunity builds connections with experienced Puget Sound-area professionals who can offer guidance, perspective, and career advice. Last year's participants have used the program to explore new planning specialties, learn about planning work in different sectors, and hear firsthand about the challenges that can arise in the field.

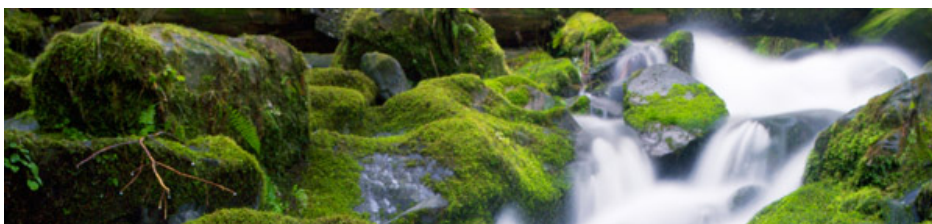
The program runs from September to May, culminating in a graduation celebration. Mentors are paired with young planners based on interest and need. Mentor-mentee pairs will tailor the program based on individual need. Activities in the past include job shadowing, sitting in on professional events, or meeting for lunch or coffee. YPG will also host regular group meetings for mentors and mentees to connect and interact.

Young planners are generally considered as those under 35 and/or with three or fewer years' experience in the field, but all are encouraged to apply.

To apply, please fill out an application form available at: <http://www.washington-apa.org/sections/pugetsound>, or request an application by emailing <mailto:ypgmentorshipprogram@gmail.com?subject=Request%20for%20a%20YPG%20mentorship%20application>.

Submit the application and a copy of your resume to <mailto:ypgmentorshipprogram@gmail.com?subject=Mentorship%20program%20application> by Tuesday, July 15, 2014.

The program expects to accept 12-15 applicants. Don't miss this great opportunity to build your network and advance your career!



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## Integrating Planning, Architecture, and Engineering for Better Overall Transportation Solutions

By Paula Reeves, AICP CTP Manager, Community Design, WSDOT Local Programs

Engineers, planners, and architects work in fields related to planning and construction of the built environment (streets, roads, highways, and buildings and other related infrastructure). These professions often interact on transportation projects and plan development. Many communities are finding that the degree and success of this interaction increasingly determines the quality of transportation solutions and ultimately the quality of the transportation system.

Although engineers and architects tend to focus on the projects themselves, including project development, design approval, construction, operation, and maintenance, planners emphasize how the transportation projects will fit into the broader local context, which in Washington State is defined by the Growth Management Act (RCW 36.70A).

### TAKING THE MULTI-DISCIPLINARY APPROACH

Developing a mutual understanding of these distinct professions—planning, architecture, and engineering—and how they can best be connected and integrated is important in moving toward a more efficient and effective transportation system.

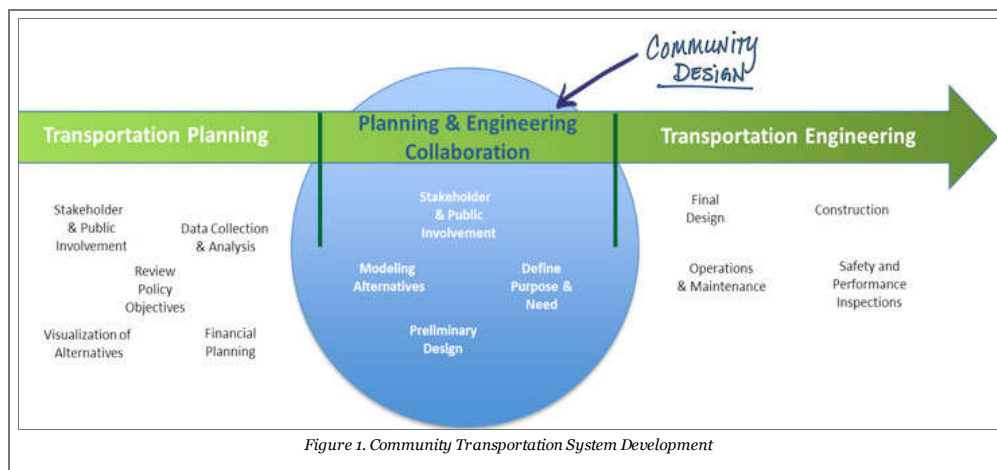
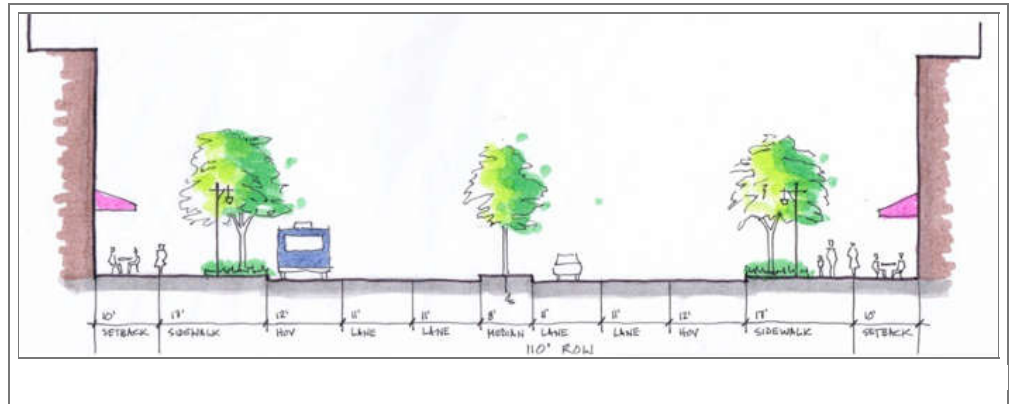


Figure 1. Community Transportation System Development

### SOME COMMON PITFALLS

Often when projects are undertaken by planners or architects and transferred to public works offices or engineers for final design without including the collaboration step, engineers are left wondering about the foundation for the project and may repeat some of the data analysis, review of policy objectives, or alternatives analysis conducted during the planning process. This can be costly, time consuming, and interpreted by planners as a lack of confidence in their processes.

Another common pitfall of skipping the collaboration step is that a preliminary design is transferred to public works or engineering staff that is completely aligned with policy objectives, performance measures, and the community vision, but isn't feasible to construct.



Failing to include a collaboration step in developing transportation projects can also result in a project that engineers have designed most cost effectively with all due consideration to policy objectives, but it may never reach final design or construction due to stakeholder and public concerns.

### IMMEDIATE OPPORTUNITIES FOR A MULTIDISCIPLINARY APPROACH

Compliance with the requirements of the Americans with Disabilities Act, specifically development of ADA Transition Plans required by ADA Title II - 28 CFR Part 35.149 and 35.150, presents an immediate opportunity for Washington cities to put this Community Transportation System Development model to the test to save staff time and planning and engineering resources.

Many cities across the state will be updating their Comprehensive Plans over the next five years to comply with Washington's Growth Management Act. See [Washington Department of Commerce website](#) for more details:

These Comprehensive Plans must include a "pedestrian and bicycle component" ... that ... "identifies and designates planned improvements for pedestrian and bicycle facilities and corridors that address and encourage enhanced community access and promote healthy lifestyles."

By combining required comprehensive planning related to enhanced community access with ADA Transition Planning, as well as integrating the resources of your planning and public works offices, you can maximize staff and committee resources; combine public outreach, notification, and comment processes; develop logical priorities; and eliminate overlap.

### LONGER-TERM OPPORTUNITIES TO IMPROVE INTEGRATION

Formally conducting joint trainings and conferences and combining staff resources and offices within cities are some longer term actions to move toward better integration and maximize resources. Additionally, the planning, architecture, and engineering professions and professional organizations should be supporting more multi-disciplinary college level courses, practicums, and joint degree programs to promote opportunities to integrate with allied professions.

For additional information and technical assistance visit the [WSDOT Community Design website](#).



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## Positive changes coming to chapter office management

By Ann G. Macfarlane, CAE, PRP

We have some big changes to announce to the membership this month—changes designed to strengthen and improve services to members of the chapter, while keeping continuity with all the good things of the past.

As you may know, APA Washington has been managed since 1994 by ERGA, Inc., an association management company (AMC) based in downtown Seattle. Andrew Estep and I, co-owners of ERGA, are delighted to be joining forces with SBI Management Services, another AMC in the Northgate area. We are becoming employees of SBI. The APA Washington Board of Directors has accepted SBI's proposal for management services as of August 1, 2014.

SBI has impressed us all with its professionalism, enhanced use of technology, and dedication to service. The owner, Marlis Korber, has skillfully grown the company and increased its client base while keeping a laser focus on how best to serve its clients. With a staff of almost 20, SBI has great depth and expertise to offer APA Washington. In addition, SBI is providing, at its own expense, a new dynamic website and database created through MemberClicks software. This change will provide the chapter with enhanced functionality, a "members-only" forum, integrated communication possibilities, and faster website updates, among other benefits.

We hope that you, the members, will find these changes to be as positive as we do. I encourage you to check out [the SBI website](#) to see what this company is like. The chapter will have a new mailing address, 2150 N. 107th St. #205 Seattle, WA 98133, with our telephone number 206-682-7236 and our email address, [office@washington-apa.org](mailto:office@washington-apa.org), remaining the same. Most of all, I look forward to continuing to serve as your Administrator while we work on all the exciting projects that APA Washington is pursuing.





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## Readers respond to May newsletter article on Grief, Change and Planning

We received a fair number of comments after we published [this article on Grief, Change and Planning](#). Some were light-hearted, some were poignant, but all were thoughtful. We encourage members and readers to continue to share their feedback if they read something that moves, inspires or even upsets them. Engaging in a dialogue is how we improve the collective wisdom and impact of our profession.

*I just read the article and I have to say that it really hit home for me. Chris Jordan's work is amazing, but I too had a similar reaction of grief which happens all too frequently in this context. Sometimes, I have to go on media black outs where I don't let any information come in to my circle just to get a break from the frequent bouts of grief that come when I see nature being destroyed uselessly. Because, I was born as an ecologist, and from the time I can remember having conscious thought, I have had an almost ethereal connection to earth and all animals (except domestic cats for some reason), I have great difficulty witnessing destruction of any part or system, flora or fauna on earth.*

*Oddly, natural disasters (can they still be called that) do not give me the same grief although certainly the loss of life does. I tell my two boys this all time. Mother Nature will always take back her own. One way or another ---she will. And, never underestimate her power. For some reason this thought comforts me even though I know it means that Mother Nature may even "take back her own" where I live.*

*Thanks for writing that message about grief. I agree that we as planners must consider it and I do. In fact, in many ways it is the grief that drives me.*

*I like that quote: "It isn't the changes that do you in, it's the transitions ... before you can begin something new, you end what used to be ... beginnings depend on endings." So true ---you have to be able to let go in order to open again, much like the cycles of nature in fact. A flower has to die in order for a new one to grow. Nature gets it, why don't we?*

*Thanks for writing the article. Chris Jordon is provocative and the message especially when witnessing it with kids/students is even more interesting ... sad, overwhelming, real. Humans. Connected beings. Being. Combined with some student --- "words of inspiration" I recently heard ... "life is like monkey bars ... you need to let go ... in order to move forward" It is a complex world full of feeling and living and sorting it out. Kinda takes your*

*heart, mind and breath away at times.*

---

*I enjoyed reading the article. Few people utilize introspection. Fewer still have the imagination to apply it prospectively. Nice.*

---

*The article speaks volumes about the work that we do and the interactions we have with the public. I believe that this is the type of knowledge and sensitivity to this aspect of what planners do that should be a part of the MUP curriculum – and beyond. With your article and proposed framework, you've captured a large part of what happens with change processes on a human level and should be recognized within our profession.*

*I appreciated the comments about grief and change. I collect planning quotes, and when a planner friend recently experienced an unwanted opportunity for professional and personal growth, I sent him a collection of quotes about change, which I am pasting below.*

*Observe always that everything is the result of change, and get used to thinking that there is nothing Nature loves so well as to change existing forms and make new ones of them.*

— **Marcus Aurelius, emperor of Rome (121-180 AD)**

*Most urban change, no matter how wrenching for one generation, tends to be the accepted norm of the next and the cherished heritage of the one after that.*

— **Robert Brueggemann, art historian and author of the book "Sprawl"**

*Every public action which is not customary, either is wrong or, if it is right, is a dangerous precedent. It follows that nothing should ever be done for the first time.*

— **F.M. Cornford, British author, poet, translator (1874-1943)**

*It is not the strongest of the species that survive, not the most intelligent, but the one most responsive to change.*

— **Charles Darwin, scientist**

*People want progress but fear change.*

— **Bruce Knight, President APA**

*Growth is inevitable and desirable, but destruction of community character is not. The question is not whether your part of the world is going to change. The question is how.*

— **Edward T. McMahon, The Conservation Fund**

*Perhaps the most important change 100 years from now will be the redevelopment of parking lots as infill building sites.*

— **Donald Shoup, FAICP, Professor and author**

*A competitive world has two possibilities for you. You can lose. Or, if you want to win, you can change.*

— **Lester C. Thurow, Dean, M.I.T.**

*True life is lived when tiny changes occur.*

— **Leo Tolstoy**

*If you want to make enemies, try to make change.*

— **Woodrow Wilson, US President, 1913-1918**



*I bet there are a majority of us that just sit around and talk about change and efficiency and there is more talk than action. If you ever hear the words, "we talked about it;" you know you are in trouble.*

**— James W. Campbell, planner**

*The reality is that the true enemies of change are mainly managers fearful of losing power.*

**— Tom Peters, author**

---

*With regard to grief, I used the following slide in a presentation about FEMA's Biological Opinion, with a reference to one of your [President Miller's] favorite topics:*

### **5 Stages of Grieving**

1. Denial — *This can't be happening*
2. Anger — *Don't they know what VISION 2040 and GMA require us to do?*
3. Frustration — *They really don't care what VISION 2040 and GMA require us to do*
4. Understanding — *FEMA is just trying to avoid getting sued*
5. Acceptance — *I guess we really need to do this*

*Concerning planning processes and the prospect for change, our experience has been that you need to explain to your citizens the reasons we need to consider change(s), give them alternative courses of change to consider, and let them voice their concerns. This last one is the most important, and may take a while before people are ready to accept change. They need to feel they have been heard, even if they don't agree with the planning decision that is ultimately made. Makers does a great job of taking public comments across the full gamut and then 1) summarizing what we heard, and 2) attempting to address all concerns in the planning response.*

*Based on our planning processes here in our city, the most successful are those where the public comments are taken seriously, and the decision is not rushed just to meet a deadline, whether statutory or self-imposed. A little extra time goes a long way if you can use that time to tell citizens how you used their input, whether your planning decision agreed with their view or not. It also helps to know where or when you cannot overcome public opposition and accept that your plan may not be ready for prime time yet. But that does not mean it is dead forever.*