

# NEWS & views

*Economic Development Division*

WINTER 2004

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*News & Views*, published quarterly, is the newsletter of the Economic Development Division of the American Planning Association. We welcome articles, letters, suggestions and information regarding workshops and other educational opportunities for economic development professionals. Please forward your submissions by email to our Managing Editor, Zenia Kotval, AICP (address below).

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## A CDC's Comprehensive Approach to Neighborhood Revitalization Results in the Making of an Urban Village

*by Terri Murray, Executive Director of the Northwood Business Development Corp.*

Over the past several years, the Northwood Business Development Corp. (NBDC), a nonprofit 501(c)(3) grass-roots organization dedicated to breathing new life into a depressed business district and its surrounding neighborhoods, has made significant progress implementing a strategic revitalization plan for the area. Key to NBDC's strategy is a long-overdue overhaul of the area's zoning code and land use policies, the targeting of public resources for maximum impact, and mixed-use redevelopment.

*(continued on page 3)*



*Before...*



"The Courtyard," a mixed-use redevelopment project, will house the NBDC headquarters and become a community resource for special events and functions. A key objective is to set a higher standard for design and inspire other developers to follow.

## **THOUGHTS FROM THE CHAIR**



I hope you have had a happy and safe Thanksgiving and are enjoying a wonderful holiday season.

As we have been telling you, the Division is preparing to hold our **leadership election** and provide our draft by-laws for your consideration.

The division's proposed by-laws changes are posted on our new website at [www.planning.org/economic](http://www.planning.org/economic).

Chair-elect Terry Holzheimer reports that our nominating committee is completing their work in selecting candidates for Division officers. Look for candidate announcements and statements in the next few weeks. We'll be providing them through our list serve and direct mailing, as well as posting on our website. In addition to those nominated by the committee, any division member may be nominated by a petition of 20 division members. Whoever is elected will assume office at next spring's national conference in Washington D.C. Chair-elect Terry Holzheimer will assume his duties at that time.

Please assist us in spreading the word about our excellent awards. The division is still calling for nominations for the **Student Scholarship Award** as well as our **Excellence in Economic Development Award**. Submittal information on both may be obtained at [www.planning.org/economic](http://www.planning.org/economic).

Hopefully you are making plans to attend APA's **National Planning Conference** which will be held in Washington D.C. next April 24 through 28th. What a great city and great time to visit. The division has proposed several sessions and mobile workshops. While APA has not yet made final selections, we have two great proposals for our "by right" sessions: "Planning for Agriculture" and "Corporate Location Labor Force Criteria." Each will be presented from a perspective

unique to those involved in economic development.

For those who may be following the issue, a five-year **reauthorization bill for the Economic Development Administration** has been unanimously passed by the U.S. House of Representatives this fall. The Senate Environment and Public Works Committee plans to consider legislation to reauthorize EDA early next year. (Source: Economic Development Administration)

In addition, **EDA will be conducting a series of regional forums** commencing this month (December 2003) and continuing through September 2004. The purpose of these forums are to allow the general public to voice their opinions and ideas on the subject of community and regional economic growth.

According to the EDA newsletter, *EDA Update* (November 2003), the forums are designed to explore four main themes: university based partnerships; opportunities in rural economic development; strategies in a global economy; and regionalism. Featured speakers and panelists will include key stakeholders, experts, leading authorities on economic development, members of Congress, and local business and community leaders who will help facilitate community discussion on growing regional economies and creating jobs. Speakers will address best practices in the field of economic development, and share their vision for the region's economic growth.

There will be a focus on job retention and creation initiatives that have impacted regional economies. The regional forums will address EDA's four core themes, as well as issues of regional and community interest. For further information on the forums, contact Laurie Thompson at NADO at (202) 624-7806.

We welcome your comments. Send them to our editor, Zenia Kotval, at [kotval@msu.edu](mailto:kotval@msu.edu), or to me at [mdelk@templeterrace.com](mailto:mdelk@templeterrace.com).

Best wishes for a safe and enjoyable holiday season and a very happy new year. ■

— Mike Delk, Chair

**Make plans now to attend  
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COMPREHENSIVE APPROACH, CONT. FROM P. 1

Founded in 1992 by a group of residents, business, and property owners concerned about the area's decline, NBDC's original mission was to generate economic vitality in a six-block depressed and blighted neighborhood business district. However, realizing that a vibrant business district is dependant upon healthy neighborhoods, the organization expanded its geographic boundaries in 1998 and included as its purpose the rejuvenation of the surrounding troubled residential neighborhoods as well. By developing critically needed workforce housing, fostering healthy neighborhoods and prospects for business ownership and expansions, NBDC hopes to create a thriving urban village that offers its diverse citizenry a range of housing types, access to community-oriented goods and services, and a high quality of life.

### Community Profile

NBDC's service area begins one mile north of downtown West Palm Beach and contains the Dixie/Broadway commercial corridor (U.S. 1), a six-block business district, 77 acres zoned for industry, and 14 surrounding residential neighborhoods. Geographically, the six square mile area is the northern third of West Palm Beach, Florida. According to 2000 population estimates by Claritas Inc., the population for Northwood is 18,603 and is expected to increase to 20,322 in the year 2005. There are 7,083 households, and the median household income is \$30,607 as compared to \$56,600 for Palm Beach County as a whole.

The North End is a contradictory mix of some of the City's poorest and affluent residents. Neighborhoods surrounding the business district are comprised of census tracts 16, 17 and 23. Within these tracts, the proportion of minorities is considerably higher than within the West Palm/Boca MSA as a whole, with a population of 73 percent black residents, as compared to 14 percent for West Palm/Boca MSA.

Northwood represents one of the faster growing coastal communities in South Florida and offers excit-

***NBDC's original mission was to generate economic vitality in a six-block depressed and blighted neighborhood business district. However, realizing that a vibrant business district is dependant upon healthy neighborhoods, the organization expanded its geographic boundaries in 1998 and included as its purpose the rejuvenation of the surrounding troubled residential neighborhoods as well.***

ing residential and commercial opportunities. The business district is located one mile north of downtown West Palm Beach and just west of the Intra-coastal Waterway. On average approximately 30,000 vehicles pass through the commercial district and Broadway corridor daily. Northwood is attractive not only because of its strategic location, but also for its characteristic housing stock. Most of the houses, whether they are in the upscale neighborhoods or in NBDC's strategic

revitalization target area, have varied architectural accents ranging from Mediterranean, Art Deco, and Key West Bungalow, to Spanish Mission.

Old Northwood Historic District (26th to 35th streets) and Northboro Park Historic District (36th to 40th streets), two of the more affluent neighborhoods are federally designated historic districts. They are well-established communities that have undergone gentrification. Homes in the historic district are being sold at, or above \$350,000 and there is no current inventory. Residents are predominately upper middle class with no children and incomes of \$50,000 or more. Other neighborhoods, located primarily east of the Broadway, have also under-

gone some level of gentrification. Modest two and three bedroom single story houses are selling from a low of \$140,000 up to \$200,000. These neighborhoods have successfully retained and increased their real estate value over the last 10 years. One common element to all these neighborhoods is the dedication and interest of the residents. There are 14 registered homeowner's associations within 16 blocks (29th to 45th Streets) with active members who are all interested in seeing a thriving neighborhood business district.

However, the CDC's targeted revitalization areas have been less prosperous. The housing stock in these neighborhoods consists mainly of investor-owned, vacant and abandoned properties that have been neglected for years.

(continued next page)

COMPREHENSIVE APPROACH, CONT. FROM P. 3

### The Challenge: Redevelopment Without Displacement

NBDC faces the challenge of achieving redevelopment without displacing lower income residents. Property values and sales have increased dramatically in the historic neighborhoods, causing gentrification of adjacent neighborhoods and the loss of Northwood's affordable housing stock. Absentee owners and speculators who inflate land values in the blighted areas further exacerbate this loss. Research conducted by Florida Atlantic University's College of Urban and Public Affairs concludes that 43 percent of the entire population of Northwood is at significant risk of being displaced. In addition, the need for workforce housing (housing for workers earning \$15,000-\$50,000) is critical across Palm Beach County, which leaves displaced residents with nowhere else to go. With growth projected to remain steady in Palm Beach County, this affordable housing shortage will continue to grow.

### Zoning and Land Use Impediments to the North End's Revival

During its prior three-year (1999–2002) strategic planning process, NBDC recognized that Northwood's zoning and land use was a major impediment to reviving the City's North End. In addition to an outdated zoning code that was inconsistent with the Northwood Master plan adopted in 1998 by City ordinance, conflicting land-use policies were in violation of the city's comprehensive plan. This realization came about as a result of a proposed Walgreen site plan that threatened to tear down nearby residences and erode the residential fabric of a low-income neighborhood west of Broadway (U.S. 1). The Walgreen's proposal was in direct conflict with the City's comprehensive plan and NBDC's mission to preserve and revitalize Northwood's affordable but troubled housing stock west of Broadway.

NBDC's board president Carl A. Flick, AICP, an urban planner and neighborhood activist, organized a diverse group of community stakeholders and spearheaded a campaign to rewrite the zoning code and resolve the conflicting land-use policies. The public outcry prompted then West Palm Beach Mayor Joel Daves to appoint a 14-member Northwood Citizen Planning Committee (NCPC) to work in concert with the City's planning and legal staff to change the commercial zoning in three strategic areas of the North End: 1) the Northwood business district; 2) the Currie Corridor; and 3) the Broadway (U.S. 1) corridor.

### Groundwork for a Sustainable Recovery

In May of 2000, NBDC began the work of facilitating the Northwood Citizen Planning Committee (NCPC), which resulted in zoning and land-use changes that will change the physical appearance of the City's North End for the next century and beyond by creating opportunities for new mixed-use, commercial and residential development. The NCPC envisioned that the Northwood business district would become a home for people with diverse incomes, therefore creating a sustainable market for local businesses. The development of residential units would also create the need for new businesses to serve the added residents. The new zoning, which incorporates residential density bonuses, was also the first step toward encouraging the creation of the much-needed workforce housing.

In August 2002, the NBDC-sponsored two-year land use planning process was finished, resulting in three distinct mixed-use zoning districts. By completing the groundwork for a comprehensive residential and business development strategy, NBDC took a crucial step toward the making of an urban village surrounded by healthy and vibrant neighborhoods. The three new zoning districts are:



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*Through street beautification improvements, façade grants to existing owners, and other housing rehabilitation measures, the "Miracle on 34th Street" helped to transform this strategic residential block.*

### 1) The Northwood Business District

The creation of mixed-use zoning and urban design standards for the Northwood business district (N-MUD) is already spurring new development. Over 25 new businesses have moved in and several significant renovation projects have been completed. Further, a fifth floor density bonus will act as an incentive to promote apartment living above shops and will encourage the development of critically needed workforce housing and affordable commercial space necessary for business development.

### 2) The Currie Corridor

With so much potential for a location sandwiched between a waterfront city park and the center of Northwood's business community, the Currie Corridor had continued to stagnate because of zoning and land use impediments. The new Currie Corridor mixed-use zoning district (CMUD) focused city and private development attention on the area. As a result, a

public/private development effort has assembled major land parcels for a luxury residential redevelopment project with limited retail, known as "The Currie Commons." This major redevelopment initiative will eliminate blight near the waterfront and significantly add to the residential base needed to sustain business development in the area.

### 3) Broadway

The third district calls for new urban-design standards for the 33 blocks of Broadway corridor between 26th Street and the Riviera Beach city limits. The Broadway Mixed-Use Zoning District (BMUD) allows for new construction of primarily two- and three-story structures that are placed near the sidewalk (for a pedestrian orientation) thereby directing parking to the side or rear. As a result of this land use planning effort and the reconstruction of the roadway, new development is already occurring.

*(continued next page)*

Interested in joining a company that was ranked 2nd among the top 50 Civil Engineering Firms to Work For in the nation by *CE News*, and included among ENR's Top 50 U.S. Transportation Firms, Top 25 Mass Transit/Light Rail Firms, and Top 25 Retail Engineering Consulting Firms?

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### Neighborhood Revitalization Strategies

#### ■ Home Ownership Model Blocks

Since healthy businesses depend on healthy neighborhoods, NBDC encourages and promotes home ownership in the distressed residential neighborhoods surrounding the business and commercial districts through a Model Block approach. The Model Block strategy targets public and private resources for maximum neighborhood impact.

Through a public/private partnership involving the City of West Palm Beach and the Palm Beach County Local Initiatives Support Corp., NBDC secured the needed resources to positively impact a strategic residential block in the Northwood Pines Neighborhood located between the Northwood Business district and the Broadway commercial corridor. The 600 block of 34th Street was transformed through street beautification improvements, façade grants to existing owners, housing rehabilitation, and by increasing owner occupancy.

Dubbed the "Miracle on 34th Street," NBDC's Model Block I was designated a "Best Practice" by the LISC National Center for Home Ownership. What's more, the 34th Street Model Block is the first such initiative to be completed in Palm Beach County and is being replicated in other communities across south Florida. This \$1.2 million dollar neighborhood revitalization project resulted in the rehabilitation of 14 properties, 9 new homeowners, and comprehensive improvements to the area.

With the success of the first Model Block, NBDC has initiated a Northwood Pines Model Block II, which is currently underway. The homes will be sold to households earning no more than 80 percent of the area median income. Total project cost is estimated to be \$1.5 M and project completion is anticipated by July 2004.



*An example of the improved 34th Street model block neighborhood.*

#### ■ Mixed-Use Redevelopment

Scheduled for completion later this summer, "The Courtyard" at 504-510 24th Street, is a small-scale (5,000 sq. ft.) mixed-use retail, commercial and residential redevelopment project. NBDC will locate its new office headquarters on the first floor as well as a small eatery and commercial space; the second story will house two work/live apartments. A special feature of the building's design is a central community courtyard. The landscaped courtyard is an amenity that will attract quality tenants and serve as an urban green space. In addition, the Courtyard will be a resource to the community for special events and functions. A key objective of constructing our new headquarters is to set a higher standard for design and inspire other developers to follow. Another anticipated result will be to accelerate the pace of new construction or renovation. It is no secret that quality development results in higher returns on investments. Consequently, our new headquarters will help further this emerging trend.

Local Initiatives Support Corp. (LISC) provided predevelopment and construction financing of \$435,000 for the project and Fidelity Federal Bank and Trust has committed permanent project financing. The project was awarded an EDGE grant by the Federal Home Loan Bank that enables Fidelity Federal to provide below market financing for the commercial portion of the building. The total development budget is \$500,000.

#### ■ Commercial Model Block

Working with the City of West Palm Beach/CRA, LISC, and the Florida Community Loan Fund, NBDC completed assemblage of a blighted 1-acre parcel in order to construct a mixed-use development on a "Commercial Model Block" in the heart of the Northwood business district. As a result of the new NMUD

*(continued on page 12)*

# BIDs as Instruments of City Center Revitalization

by Carlos Balsas, AICP

**B**usiness Improvement Districts (BIDs) were used throughout the 1990s as instruments capable of making communities more attractive not only for residents, but also for visitors. The purpose of this article is to discuss this urban revitalization mechanism. Two case studies will be used — Philadelphia (PA) and Stockton (CA) — to discuss its efficiency. The argument is that BIDs can provide an answer to the problems faced by city centers. The key finding is that the proactive implementation of this urban revitalization instrument can increase the livability of communities and their economic development opportunities.

## City Center Revitalization

In the United States, the first activities of city center revitalization started shortly after the Second

World War. They started probably more intensely during the 1960s when cities started to be affected by the growing processes of suburbanization and when retail activities relocated to out-of-town locations. If initially those revitalization activities only involved big signs and billboards to attract customer's attention, in the 1970s and 1980s they evolved to better organized and better financed revitalization interventions.

These interventions have been aggregated into four main areas. First, the pedestrianization of main streets. Second, the conversion of historical buildings in specialty retail, restaurants and entertainment centers. Third, the construction of downtown shopping centers. And fourth, the construction of mixed-use complexes ranging from hotels to convention centers and

(continued next page)

**Table 1: Importance of City Center Revitalization**

<b>Improves image</b>	The center is the area that usually gives visitors their first impressions of a community.
<b>Makes use of existing buildings</b>	Assists communities in managing growth through reuse of property.
<b>Develops a sense of community</b>	Provides central location for community-wide projects.
<b>Provides a variety of retail options</b>	The more stores there are in an area, the more people will gather and shop.
<b>Prevents blight and abandonment</b>	Reduces health and safety costs and concerns; discourages vagrancy and vandalism.
<b>Perpetuates community character and history</b>	Visible signs of the past can be retained and stories can be passed on to the next generation.
<b>Encourages new and complementary businesses</b>	Businesses want to be where people are and money is being spent, so it strengthens an existing building cluster.
<b>Expands the tax base</b>	Generates local revenues to pay for community services.
<b>Increases employment opportunities</b>	Replaces jobs lost through natural attrition and encourages entrepreneurs.
<b>Regains status as central shopping district</b>	Pulls in shoppers from a radius beyond the city limits.

Source: Adapted from Community Assistance Center, <http://edd.cted.wa.gov/>.

transportation hubs. Besides these four main types, there is still a set of more eclectic interventions. Among these we find the classification of the downtown area as an historic district, the designation of a Main Street Program and Centralized Retail Management.

The most recent trend in commercial development in the United States is that city centers are regaining their traditional role as centers of commerce and shopping. Even though this development includes a great variety of commercial formats and solutions, the main goal is to take advantage of the urban context and its sense of place. Table 1 shows the importance of city center revitalization.

### **Business Improvement Districts**

Business Improvement Districts (BIDs) are important instruments in the commercial revitalization of city centers in the United States and Canada. BIDs can have different names depending on the state and cities where they are developed. They can alternatively be called Special Improvement Districts, Business Improvement Zones and Special Services Districts. Even though there is no consensus about their exact number, projections indicate that currently, there are about 1,500 BIDs throughout the United States.

A BID is a financial instrument that allows property owners in a certain geographical area to have several supplemental services through the payment of a property fee. BIDs are formed and controlled by the property owners in a specific area. After being legally approved, all property owners in that pre-defined area have to pay an additional fee to have additional services in their area. These services include maintenance, safety and marketing among others. Even though we can find some residential and industrial BIDs, the great majority targets commercial properties.

The need for these services resulted from the increased competition from the new shopping malls in out-of-town locations and the decrease in the volume of sales by the merchants in traditional downtowns. On the other hand, BIDs can be an alternative way to pay for new infrastructures and new common services such as maintenance and safety. In general, BIDs are created in areas that suffered or are in risk of urban decline. Even though they can be criticized by some who do not want to pay any more fees, BIDs are efficient ways to increase safety, cleanliness, attract customers and to increase the value of commercial properties.

The establishment of a BID is preceded by state legislation. Past experience has demonstrated that many

**Table 2: Benefits provided by BIDs in North America**

<b>Supplementary government services</b>	<ul style="list-style-type: none"> <li>• Hiring uniformed security personnel</li> <li>• Cleaning and maintaining parks and other public spaces</li> </ul>
<b>Non-governmental services</b>	<ul style="list-style-type: none"> <li>• Sidewalk cleaning</li> <li>• Snow removal</li> <li>• Marketing, promotions, and advertising</li> <li>• Business retention and recruitment</li> </ul>
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>• Speak collectively</li> <li>• Develop and promote unified positions</li> <li>• Help government services through performance and monitoring</li> </ul>
<b>Cooperative enterprises</b>	<ul style="list-style-type: none"> <li>• Joint advertising</li> <li>• Purchase of services</li> <li>• Special needs common to many but not all businesses</li> </ul>
<b>Capital improvement financing</b>	<ul style="list-style-type: none"> <li>• Allow BIDs to borrow to pay for streetscaping programs under applicable state laws</li> </ul>
<b>Research and planning services</b>	<ul style="list-style-type: none"> <li>• Collect and analyze economic and demographic data</li> <li>• Monitor progress</li> <li>• Set and revise goals</li> <li>• Develop multi-year redevelopment programs</li> </ul>

Source: Houstoun, L. (1997) *BIDs: Business Improvement Districts*. Washington, D.C.: ULI.

merchants are skeptical at first before knowing the fee structure and the program of additional services to be proposed. But the legislation that authorizes the creation of BIDs also contains rules about its dissolution and frequent revision and monitorization after an initial period of about five years. As long as property owners give their support, the BID can be in place. Once established, BIDs can charge an agreed fee to all property owners in the intervention area. This possibility to charge a compulsory fee in an area previously defined makes sure that there is no "free rider" since all the property owners who benefit from the services of the organization have to contribute to its costs. The city normally collects the fees and gives the money to the organization in charge of managing the BID.

BIDs have several key elements in common: 1) the initiative comes from business leaders who seek common services beyond those that the city can provide; 2) the city determines the boundaries, approves the annual budget and the financing strategy, and determines what services may be provided; and 3) business leaders shape the annual budget, hire staff, make contracts and generally oversee operations.

This financing mechanism is being used and is even proposed as a useful structure that allows property owners, merchants and local authorities to achieve common goals. This unifying characteristic allows them to solve common problems but above all, makes sure that entities that otherwise would not work together do have a shared forum to solve common problems. The main lesson one can learn from the BID implementation seems to be that merchants are using these organizations to make city centers more competitive. The key to their success seems to be the entrepreneurial perspective that is being applied to the creation and maintenance of livable urban areas.

## Case Studies

### ■ Philadelphia (Pennsylvania)

The city of Philadelphia is a classic example of urban and commercial revitalization of historic city centers in the United States. The city of Philadelphia, like many of the large American cities, experienced the

negative impacts of the suburbanization in the period after the Second World War. Its city center lost population, jobs, economic activity, and progressively experienced the result of a spiral decline marked by physical decay of its buildings, by the relocation of ethnic minorities in abandoned buildings and by the lack of funds to properly administer the city.

However, Philadelphia was able to reconstruct itself not only due to the leadership of its mayors, but also to the entrepreneurship of the citizen who stayed and those who returned to the city in the following decades. Philadelphia is today the fourth most clean, safe and attractive city in the United States. This is a direct result of the creation of six business improvement districts throughout the city.



*Monument in honor of partnerships in the center of Philadelphia.*

The main BID can be found in the heart of the historic district and was created in 1990 when a group of 2000 property owners decided to get together to organize themselves in a new organization called *Center City District* (CCD). This is a private organization responsible for the maintenance, the public safety, the hospitality and several promotional programs in the city center. Among the main initiatives conducted by the CCD since its inception we find the creation of many partnerships with public and private organizations, the creation of a program of local guides or ambassadors that aim at helping all those who reside and visit the city center. In addition it also developed programs to aid the homeless and reconstructed the streetscape of many streets and sidewalks and installed new street furniture.

### ■ Stockton (California)

Stockton is a city of 300,000 inhabitants located in the central valley of California. This area is one of the most fertile agricultural areas in the country but it is suffering tremendous urbanization pressures due to its proximity to San Francisco Bay and the Silicon Valley. Stockton is the perfect example of a medium-size city located in a rural area experiencing the forces of suburbanization and its effort to attract residents, economic activities and leisure to its center.

*(continued next page)*

BID's, CONT. FROM P. 9

The designation of Stockton as an "All America City" by the National Civic League in July of 1999 is the result of years of joint work by the city's different institutions and local residents. This designation shows that civic and pro-active participation, together with a governmental action that incorporates volunteerism and shares information to generate a strong vision, can bring many benefits to all citizens. The strategy for the city center includes the creation of a new private organization to promote, develop and maintain the city center area. Besides the funds coming from the compulsory fee to all property owners, in a range of 65 blocks, the establishment of many partnerships and other collaborations with private and public organizations have been critical to the success of the city center revitalization activities.

### Comparative Analysis

These two case studies aim at illustrating the BID model. Besides their different sizes — Philadelphia is the center of a large metropolitan area with approximately 5 million people and Stockton has 300,000 inhabitants — these two cities have developed their BIDs with some common characteristics, which can be seen in Table 3.

### Organization and Management

The common characteristic to these two cities is the creation of a new private non-profit organization with an autonomous staff and an intervention area well delimitated, with a specific budget and with a relatively high number of representatives in the board of directors, (21 to 25 members). These members are the representatives from the local community. Usually, there are several working groups that have to meet frequently to analyze, coordinate or simply to assess the progress obtained in the implementation of a certain project. In the case of the business improvement districts there is a need to re-authorize their existence for a period of five more years.

### Intervention Areas

Regarding the intervention areas, due to the application of the compulsory fee in the case of the Business



*Mural in honor of partnerships for the revitalization of Stockton City Center.*

Improvement Districts, these areas are always very well defined. In Philadelphia the intervention area of the Center City District is 80 blocks, and in Stockton it is only 65 blocks.

### Objectives

The main objectives of these management organizations are very similar. Normally, they are created to revitalize not only the commercial component of the city center but also to encourage residential living downtown, the preservation of historical buildings, implementation of streetscape improvements, coordination of parking and promotion of the area through cultural events and city marketing campaigns. Many of these organizations initially start by improving the cleaning and safety of the intervention area. Only after improving these basic services, they can broaden their scope to also include economic development activities and the attraction of new economic activities and technical support to the existing ones.

### Activities

In the case of Philadelphia, the activities are structured in three main areas. These are cleansing and maintenance, safety, and attractiveness. In the first area we find the mechanical cleaning of the streets and sidewalks every morning, daily sidewalk sweeping by employees of the Center City District easily identifiable by their uniforms with the district logo on it, monthly sidewalk wash, and graffiti removal and other varied cleansing activities such as rubbish removal. There are

**Table 3: Comparative Analysis of the Case Studies**

	Philadelphia (PA)	Stockton (CA)
<b>Type of organization</b>	Center City District – Private non-profit corporation (launched in 1990)	Downtown Stockton Alliance — private non-profit organization (launched in 1998)
<b>Partnership objectives</b>	Make the center of Philadelphia the fourth most clean, secure and attractive city center in the USA	Promotion, development, and maintenance of the Stockton city center
<b>Juridical structure</b>	<ul style="list-style-type: none"> <li>• Board of Directors (23 members)</li> <li>• Executive Team (10 members)</li> </ul>	<ul style="list-style-type: none"> <li>• Board of Directors (25 members)</li> <li>• Executive Team (6 members)</li> </ul>
<b>Geographical area</b>	80 blocks in the city center; population: 75 thousand residents and 2.5 thousand economic activities	65 blocks in the city center; population: 18 thousand residents and about 2 thousand economic activities
<b>Type of management</b>	1 executive director; 2 secretaries; 2 project managers, 2 marketing and economic development technicians; 1 coordinator of events; 2 coordinators of hospitality and maintenance; 40 local guides; 60 cleaning and maintenance employees	1 executive director; 1 secretary (part-time); 3 marketing and economic development technicians; 1 coordinator of events; 1 coordinator of hospitality; 7 local guides; 8 cleaning and maintenance employees
<b>Main activities</b>	<ul style="list-style-type: none"> <li>• Cleaning</li> <li>• Safety</li> <li>• Attractiveness</li> <li>• Project assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance</li> <li>• Hospitality and safety</li> <li>• Economic development</li> <li>• Marketing, promotions and special events</li> </ul>
<b>Budget structure</b>	Cleaning (43%); public safety (22%); marketing and promotion (4%); organization (6%); others (25%)	Maintenance (25%); hospitality and security (23%); marketing and economic development (27%); organization (20%); others (5%)
<b>Funding nature</b>	Compulsory fee on property (about 6%)	Compulsory levy on property variable according to the area and location

also maintenance works such as the replacement of street furniture and the up keeping of sidewalk bushes and flowerpots. In the safety area, the CCD collaborates with police stations in the city center and everyday it has on the street a crew of 40 local guides or ambassadors equipped with radios and mobile phones and first aid capabilities in case of emergency.

In the attractivity area, the main activities have to do with improving the image and vitality of the city center. The CCD puts welcoming flags on the streets in order to create a festive and welcoming environment to all those who live, work, or just visit the city center. The CCD also organizes events, such as the initiative to

keep all retail establishments open every Wednesday night as part of the "Make it a Night" campaign. It produces promotional brochures and newsletters, installs adequate signage, manages a network of informative kiosks, coordinates sales promotions, gives support to merchants in terms of window displays and collaborates in best practices projects.

Finally, in partnership with the municipality of Philadelphia, it also finished a major streetscape improvement project, which included new street paving, new urban furniture, trees and flowerpots. All this to create a pleasant environment for those who visit or

(continued next page)

BID's, CONT. FROM P. 11

reside in the city. Stockton, on the other hand, has similar activities to the ones in Philadelphia, but in a smaller scale. It is important to mention that property owners in different areas of the Business Improvement District pay different amounts depending on their location.

### Funding

The funds to finance the activities of these organizations have two different sources. In the case of these two cities, the funds come directly from the application of the compulsory fee to the properties. But these organizations can also ask for loans and establish funding cooperations. Even though what these organizations can do is always limited by their budgets, and by their technical capacity, it is important to mention the important role of the activities done through volunteering.

### Conclusion

In conclusion, we can write that the objective of the city center intervention mechanism reviewed above is to create ways to manage the city center. Due to the specific nature of city centers, these models give priority to partnerships between the private and the

public sectors. This mixed nature includes traditional aspects from both sectors. The representatives from the public authorities were democratically elected and should aim at preserving the common interest. The representatives from the private interest are unconditional partners in the sense that they can influence the role of the local elected officials. Beyond the characteristics of the revitalization programs identified in Table 1, the existence of a full time professional management team and the existence of local sustainable funds seem to be the two most critical aspects to the good functioning of the city center. It is important to emphasize that these models are not static. Similar to city centers, they go through evolutive phases. What is important here is that the proactive implementation of this urban revitalization instrument can increase the livability of communities and their economic development opportunities. ■■■

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COMPREHENSIVE APPROACH, CONT. FROM P. 6

zoning, a fifth floor density bonus acted as the catalyst for the project's centerpiece, the Village Centre Apartments, which will consist of 84 rental apartments located on the second through the fifth floors and locate 15,000 sq. ft. of commercial and retail space on the ground floor. Residential unit types include studios, 1BR and 2BR units that will be affordable to households earning between 30 and 60 percent of the area's median income of \$61,000. The future Northwood landmark and first major private development in the area will help to stem the displacement of long-term residents by creating much needed workforce housing.

Upon completion, the \$14 million mixed-use development will have cleaned up one half block and add significantly to the tax base; and the 24-hour presence created by additional residents will be a deterrent to criminal activity. The development adheres to the community's vision of an urban village where residents can live and work and will increase the number of residents in downtown Northwood. This will create a market for the goods and services of existing and future merchants. It is expected that the added commercial

space will generate 30 permanent jobs for area residents. Due to the fact that the spaces are relatively small and lease rates will be lower than similar properties in West Palm Beach, small locally owned and minority businesses have an opportunity to participate in the revitalization of the Northwood Business District. Commercial Model Block improvements scheduled to begin this summer include the beautification of 24th and 25th Streets (U.S. 1) through the installation of decorative street lighting, landscaped bulb-outs, brick paved crosswalks and street tree plantings.

Through a competitive request for proposal process, NBDC chose The Carlisle Group as its co-general partner for the development of the Village Centre Apartment project. The Carlisle Group has developed, built, leased and is managing 3,525 residential units in 22 affordable housing developments throughout the state of Florida. Application to the Florida Housing Finance Corp. Housing Tax Credit Program was made in April 2003 for the construction phase financing and is in the final review stage. Pending the allocation of tax credits, construction is scheduled to begin in 2004. ■■■

# The Candidates Speak...

## *Statements of EDD Chair-Elect Candidates*

### **Carson Bise, AICP**

My name is Carson Bise and I'd appreciate your vote for Chair-Elect of the Economic Development Division. Professionally, my background includes 14 years of planning and economic development experience, the first seven of those at the local level and the last seven in my present position as a consultant with Tischler & Associates, Inc. I have been active in the Economic Development Division for the last seven years and during that time I have held the position of Secretary/Treasurer and have chaired the Conference Program and Awards Committees.

Over the time I have been active in the Division, I have seen tremendous change. Membership is up, the quality and content of our Newsletter has improved dramatically, as has that of our website, and I feel the quality of our conference programs is among the strongest of all the APA divisions. The Division has also been successful at establishing working relationships with other APA division as well as the American Economic Development Council (AEDC) and the Council on Urban Economic Development (CUED). I am proud of our organization and believe we are headed in the right direction. However, we are facing several challenges. These include reducing membership turnover and enhancing our revenue base. Another challenge is to build upon groundwork that Peter Lowitt (Past Chair), Mike Delk (Current Chair) and Terry Holzheimer (Chair Elect) have laid in terms of the Division's role in APA and state/national policy advocacy related to economic development and planning.

In summary, I feel my past service to the Division has prepared me well for the challenges facing the Division and position of Chair and I hope you'll give me the opportunity to serve you.

*Elections for EDD officers take place by mailed ballot during January and February. Please look for more information to follow.*

### **Rhonda Phillips, AICP, CED**

As Chair-Elect of the Economic Development Division, I will strive to continue building the basis for sharing information and knowledge among our members and the economic development community. This service, along with opportunities to network, provides benefits to our membership and I plan to explore ways to expand these services. As Chair-Elect, I will support the leadership and help develop plans for the future of the division including implementing more ideas for greater membership involvement.

My background in economic development planning helps prepare me for this position. As a faculty member at the University of Florida, I direct the Center for Building Better Communities (CBBC) and the graduate concentration in community and economic development in the College of Design, Construction and Planning. With over 16 years' economic and community development experience, former positions include Director of the Community Planning and Development Program for the University of Southern Mississippi including a research position with the John C. Stennis NASA Center's Entrepreneurial and Technology Business Development program.

Prior to joining academe, I worked in both the public and private sectors, including as Program Manager for the International Development Research Council, a corporate real estate and economic development association headquartered in Atlanta, Georgia; Associate Director for Regional Development for the Atlanta Metro Chamber of Commerce serving a 21-county area; Senior Economic Development Officer with the City of Birmingham, Alabama; and Research Fellow with the Mississippi Research and Development Center.

## **Call for Papers**

The International Urban Planning and Environment Association's Sixth Biennial Symposium and Tenth Anniversary Celebration, on the theme of "***Global Pressures on Local Autonomy: Challenges to Urban Planning for Sustainability and Development,***" will be held in Louisville, KY, September 4-8, 2004.

Come join academics and practitioners from across the globe in economic development, urban planning and other fields in exchanging ideas about how to promote economically and environmentally sustainable urban development. We expect to top IUPEA's last symposium, held in Oxford, England in 2002, that drew 250 different participants from 36 nations.

### **Conference sub-themes will address questions such as...**

- What does planning for "sustainability" mean?
- How can we define, measure and promote "effectiveness" in pursuit of sustainability?
- What institutional frameworks and structures promote sustainable urban practices?
- How do resource consumption, environmental quality and sustainable development relate to each other in practice?
- What are "best practice" examples and lessons for planning sustainable urban areas?
- What can be learned from — and for — a local case study of Louisville, KY?

Details on abstract submission are available at <http://cepm.louisville.edu/IUPEA6/>. While the official deadline for abstracts is January 30, we will accept submissions from members of the Economic Development Division through February.

## **Calendar of Upcoming Events**

### ***Smart Growth Codes, Audio Conference Training Series***

January 21, 2004

Presented by the American Institute of Certified Planners of the American Planning Association.  
[www.planning.org/audioconference/](http://www.planning.org/audioconference/)

### ***IEDC Professional Development Series: Technology-Led Economic Development***

January 27-28, 2004 • St. Petersburg, FL  
[www.iedconline.org/prodev\\_Techled\\_FL.html](http://www.iedconline.org/prodev_Techled_FL.html)

### ***IEDC Professional Development Series: Business Retention and Expansion***

February 5-6, 2004 • Columbus, OH  
[www.iedconline.org/prodev\\_BRE\\_OH.html](http://www.iedconline.org/prodev_BRE_OH.html)

### ***Zoning Clinic, Audio Conference Training Series***

February 18, 2004  
Presented by the American Planning Association and the Lincoln Institute of Land Policy.  
[www.planning.org/audioconference/](http://www.planning.org/audioconference/)

### ***IEDC Professional Development Series: Real Estate Development & Reuse***

February 19-20, 2004 • Atlanta, GA  
[www.iedconline.org/prodev\\_Real\\_Estate\\_GA.html](http://www.iedconline.org/prodev_Real_Estate_GA.html)

### ***Innovative Community Planning: 2004***

March 4-5, 2004 • Planning Institute, University of Illinois, Urbana-Champaign  
Info: (217) 244-7224. Email: [pattsi@uiuc.edu](mailto:pattsi@uiuc.edu)  
[www.urban.uiuc.edu/ce](http://www.urban.uiuc.edu/ce)

### ***IEDC Professional Development Series: Business Retention and Expansion***

April 21-22, 2004 • Atlanta, GA  
[www.iedconline.org/prodev\\_BRE\\_GA.html](http://www.iedconline.org/prodev_BRE_GA.html)

### ***Celebrate Community, APA National Conference***

April 24-28, 2004 • Washington, D.C.  
[www.planning.org/2004conference/index.html](http://www.planning.org/2004conference/index.html)

## Call for Papers

The 2004 Annual Conference of the Association of Collegiate Schools of Planning will be held October 21–24, 2004 in Portland, Oregon with the theme “**Planning Matters! People, Places and Institutions.**” The Conference Committee cordially invites proposals for individual papers, complete paper sessions, roundtable discussions and poster presentations. Of particular interest are formal paper sessions and informal roundtables that assess and synthesize the state of knowledge, revisit “classic” works, and review major new studies. Proposals will be reviewed by track chairs and anonymous readers. Whether they are accepted or rejected, you should expect to receive helpful comments.

**Submission Requirements:** The conference is organized around 15 tracks (see the list on the web site). (Note: Economic Development Track Chair is *News & Views* editor, Zenia Kotval.) While topics may cut across two tracks, abstracts must be submitted to only one track. Please seek the advice of chairs if you are not sure which track is most appropriate. This year’s conference includes an “Emerging Topic” track, in response to a growing number of papers on a topic that fall between existing tracks. This year’s emerging topic is “Planning and Human Health & Safety,” dealing with issues associated with healthy cities, planning and public health.

Abstracts should contain the following information in 200-600 words: 1) Central theme or hypothesis: what question are you trying to address? 2) Approach and methodology: how will you address that question? 3) Relevance of your work to planning education, practice, or scholarship. 4) Key data sources. 5) 3-5 major references to allow the track chair to place your work in its field.

**Submission and Fees:** You may submit your abstract using the online submission form available at the conference website, or by regular mail. Fee is \$25 for online submission, and \$35 for abstracts submitted by mail. The ACSP does not accept abstract submissions by fax or email. Details about forms of payment and other submission guidelines are posted at the ACSP website: [www.acsp.org](http://www.acsp.org) (click on “Call for Papers” in right margin). **For additional information**, call (850) 385-2054 or contact Cheryl Contant, National Conference Chair, at [cheryl.contant@coa.gatech.edu](mailto:cheryl.contant@coa.gatech.edu).

**Web site open for submissions:** Monday, January 5th, 2004. • **Abstract deadline:** Monday, February 16, 2004.

## Welcome to Our New Members...

Darren Asper, AICP	Boiling Springs, PA	Anita A. Grazer	Vienna, VA	Rhonda G. Phillips, AICP	Gainesville, FL
Edwin L. Bateman	Midlothian, TX	Theodore M. Hauser	Medicine Lodge, KS	Michael J. Pierceall, AICP	Edwardsville, IL
Neiset Bayouth	Akron, OH	Curvie Hawkins	Fort Worth, TX	Daniel Venus Pike, AICP	Tacoma, WA
David J. Becker, AICP	Denver, CO	Richard G. Hitchcock	Naperville, IL	Jeffrey L. Rea	Mishawaka, IN
Ivy J. Beller	Phoenix, AZ	Andrew O. Ho	Bellflower, CA	Michael T. Sanders	Clinton, MI
Sweta Bhattacharya	Santa Ana, CA	Abra Elise Horne, AICP	Orlando, FL	Jon H. Schermann	Lombard, IL
Michele Butchko	Jersey City, NJ	Brian Jennings	Spokane, WA	Brad Steven Schwab, AICP	Northville, MI
John R. Calhoun, AICP	Oklahoma City, OK	Bradford W. Johnson	San Dimas, CA	Khaled Shammout	Dublin, OH
Timothy S. Chapin	Tallahassee, FL	Natalie L. Johnson	Lansing, MI	Ali Shireh	Saint Cloud, MN
Michael Collins	Lincoln, NE	Christina E. Kennedy	Pawhuska, OK	Thomas C. Simonson	Shoreview, MN
Michael Conlan, AICP	Duluth, MN	Kate Langford	Glendale, AZ	Magnus F. Sjoberg, AICP	Mahopac, NY
Dennis Cote, AICP	Littleton, NH	Michelle J.T. Lewis	Minneapolis, MN	Stacy A.M. Snell, AICP	Leander, TX
Teresa A. Engles	Santa Fe, NM	David A. Lewis	Albany, NY	Patrick G. Sullivan	Geneva, NY
Dara Evans	Victor, ID	Lenis Saweda O. Liverpool	Iowa City, IA	Sharon S. Swanson, AICP	Shreveport, LA
Ghazal Farhang	Tucson, AZ	Russell J. Medley	Libertyville, IL	Debra Z. Sydenham, AICP	Phoenix, AZ
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Frank Goetzke	Dayton, OH	Gladys Tifuh Ndangoh	Huntsville, AL	Aaron Todd	Ames, IA
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