

Inside This Issue...

Thoughts From the Chair.....	2
Editor's Message.....	2
APA Excellence in Economic Development Planning Award	6
Creating an Improved Urban Village: The Redevelopment of Shirlington	9
Economic Development and the Green Economy	12
APA Forms Young Planners Task Force	19
Calendar of Events.....	20
New Members	20

APA *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 Editor, Terry Holzheimer (address below).

CHAIR: William Anderson, FAICP
City of San Diego
andersonw@saniego.gov

CHAIR-ELECT: Robert Lewis, AICP
Development Strategies, Inc.
blewis@developmentstrategies.com

**SECRETARY/
TREASURER:** Julie Herlands
TischlerBise
julie@tischlerbise.com

EDITOR: Dr. Terry Holzheimer, FAICP
Arlington Economic Development
tholzheimer@arlingtonva.us

ADVERTISING: Jeffrey Mills
jmills@appleisp.net
(860) 454-8922

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How Commemoration Supports Community Planning Goals

by Julia Koster and Lucy Kempf

Our society expresses grief, celebrates our values and honors our heroes in a number of ways, but perhaps one of the most compelling and complex of these is through commemoration. A commemorative work may be a small plaque stationed at the site of a historic speech; a figurative statue honoring a beloved poet; a wall honoring the sacrifices of soldiers in war, or a multi-acre designed landscape dedicated to the accomplishments and ideals of a national leader. Commemorations can be ephemeral, such as a display of flowers at the site of an accident or the World Trade Center Tower lights. Some commemorations are the centerpiece of a small town square, while others — a select few — rise to become the dominant symbols of our nation such as the Washington Monument or the Statue of Liberty.

This article does not explore the somewhat immeasurable contributions related to what sociologist Robert Bellah has called America's "civil" (continued on page 4)



The Vietnam Veterans Memorial Wall offers visitors and mourners a place for contemplation and remembrance.

Courtesy of the National Capital Planning Commission

THOUGHTS FROM THE CHAIR



This is the fourth recession in my professional career. I received my master’s in City and Regional Planning (with an economic development emphasis by the way) during the first one, in the early 1980s. My classmates and I were worried about finding jobs since government was

tightening its fiscal belt and the development industry was contracting. The Dean of our program advised us that the issues Planners are trained to address do not go away, and if not addressed, usually get worse, and that demand for our services will be even greater during the recovery. He was right.

During at least two of the last three recessions that I’ve experienced, new industries, which started prior to the recessions, emerged more strongly and helped lead the recovery — personal computers and the information age after 1983; telecommunications, bio-technology, and the dot.com industries after 1992; and further development of the Internet after 2002. Of course, normal business cycles and growth in more traditional industries also contributed to these recoveries, but new industries and the cities and regions where they were developed came out of the recession healthier and more diversified.

Will new industries contribute to the next recovery? Many cities are counting on Cleantech — industries associated with new technologies and services for improving our environment, reducing greenhouse gas emissions, and conserving resources such as water. In California, AB32 was signed into law, requiring the State to reach 1990 CO2 levels by 2020. Given projected population growth, this will require about a one-third reduction in carbon emissions — most of which comes from transportation, energy for buildings, and water transport — key sectors affected by city and regional planning.

The coordination of land use and transportation
(continued next page)

IN THIS ISSUE OF NEWS & VIEWS



A recent article in *U.S. News and World Report* caught my eye when the publication listed Urban [&] Regional Planner as one of the top “30 Best Careers” in 2009. The ratings were based on factors such as job outlook in a recessionary economy, job satisfaction, prestige, and

highest pay (we wish). While not at the top of the list, Top 30 is pretty good. It was especially noteworthy that our profession scored an “A” for prestige.

It is always interesting to discover how the outside world sees planners. We are not usually the heroes in popular fiction or newspapers (e.g., *Smallville Saved by Zoning Administrator!*). This particular study used dimensions that I suspect are not major drivers for many planners. If you are in it for the money, and relatively few of us are, then what does motivate us?

Much of what we do is in the muddy gray area of controversy and conflict. Different visions, policy prescriptions, and plain old public opinion may vary greatly. Add a healthy dose of local politics and the planner’s job almost becomes one of community psychologist. But over-riding all of the challenges is the fact that we plan and build the cities and suburbs where people live, and their very quality of life is dependent on the work we do. I have always thought of my profession as a calling, something that I was meant to do. That is why I get up every day to do work that I love with people that share my same ambition for our community. So much for philosophizing.

This issue of News & Views continues with the formula that you, our members, said that you wanted when we last surveyed you. You asked for practical articles on best practices and trends. This quarter we have a case study on the redevelopment of Shirlington in Arlington, VA. Although I was in charge of our department
(continued next page)

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THOUGHTS FROM THE CHAIR, CONT. FROM P. 2

IN THIS ISSUE, CONT. FROM P. 2

planning to reduce commutes, support public transit, and enable walking and bicycling is required to reduce vehicle-miles traveled and, therefore, CO2 emissions per capita, whatever technological improvements are made to cars and their fuel-efficiency. Site planning, building orientation, architecture, building regulations, and redevelopment can make new and existing building stock more energy efficient, even more so when passive forms of energy are utilized. Water conservation through landscaping choices, use of recycled water, and urban form can reduce water consumption per capita, requiring less to be transported across hundreds and thousands of miles (particularly in the Southwest), which in turn reduces energy consumed for water transport.

Consequently, the link between city planning, conservation, and economic development is a real one. Our members of APA's Economic Development Division are uniquely qualified within the Planning profession, or within the Economic Development profession, to understand this linkage.

As in 1983, demand will indeed be greater for our services when the recovery begins. Good luck until then! ■

— Bill Anderson, FAICP
andersonw@sandiego.gov

when we executed the project, the idea and all of the creativity came from a retired planner, Wayne Rhodes, who taught us all to think a little bigger than we would normally. Of course, the recent Presidential campaign brought new focus to the "Green Economy" and Isabelle XU and Shana Johnson provide some context for planners as we change the environmental paradigm and the economy going forward. And for our members from RTD, our lead story is an article by Julia Koster and Lucy Kempf on planning for memorials. While they have the opportunity to plan for some of the most visited memorials in the nation, the lessons they have learned provide value to others as we juggle the goal of public visitation with the need for respect and dignity.

On rare occasions, I hear from readers about what they want to see in *News & Views*. We will be seeking more formal input through the survey you will be receiving this spring. The EDD sincerely wants to provide what members need, so once again you will have an opportunity to tell us (and we are members too) your thoughts on how the Division can be of most value to you. Look for the email survey soon. ■

— Terry Holzheimer, PhD, FAICP
tholzheimer@arlingtonva.us

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HOW COMMEMORATION SUPPORTS COMMUNITY PLANNING GOALS, CONT. FROM P. 1

religion” — that commemoration conveys what national values are worth fighting for, gives voice to human experience, and provides a place of remembrance. Rather, the article considers how commemorations can support other community goals. While not a primary objective, commemorations can support place-making, enhance public parks and open space, spur economic development and increase visitation to an area. Understanding these positive impacts can help communities consider how planning for commemoration can meet society’s loftier needs, as well as the more ordinary.

Commemoration and Place-Making

Consider how a somber statue sets a quiet tone for a small park or how a fountain in a plaza invites celebration. Commemorations provide a unique opportunity to develop neighborhood identity, provide a focal point for the community, fuel improvements to existing parks and other spaces, and enhance the quality of urban design.

Washington’s Navy Memorial, a plaza with fountains and sculpture, is framed by mixed use development with ground level retail and restaurants, which benefit from the plaza’s activity. This memorial is a popular gathering spot for workers, residents and visitors, and seamlessly accommodates formal ceremonies, concerts and relaxed lunches. One of the early projects in the revitalized Penn Quarter neighborhood, this well-defined, human scaled space instantly brought vitality to an area dominated by the expanse of Pennsylvania Avenue and numerous monumental federal buildings.

Currently in design, the memorial to Dwight D. Eisenhower is another example of how a commemorative site can energize and knit together city fabric. The site is located close to the U.S. Capitol and the National Air and Space Museum and near a Metro station; however, it is on the edge of a federal enclave distinguished by hardscape, imposing mid-century offices and limited pedestrian activity. The memorial proponents are working with the Department of Education to include changes to their adjacent plaza to create a unified design that may include a ground floor café at the Department’s site that can also serve memorial visitors. With a focus on a pedestrian-friendly and green environment, the memorial will welcome visitors and area workers alike and the memorial will link to other nearby destinations.

A small number of commemorations are placemakers on a much larger scale. The Gateway Arch of Saint Louis, designed by Eero Saarinen, symbolizes the great gateway to the west and celebrates Thomas Jefferson’s role in expansion. It has also become the iconic symbol of Saint Louis and distinguishes the city’s skyline from

Managing Commemoration: The Washington, DC Experience

As the capital city, Washington, DC has become the foremost place for commemorations of national significance. National memorials are typically proposed by and funded through private non-profit sponsors. The Commemorative Works Act (CWA), U.S. Code Title 40 §8901-8909, passed by Congress in 1986, provides the legal framework for establishing memorials on National Park Service or General Services Administration land in Washington. The CWA includes a series of conditions for the project; for example, its purpose must have a significant and lasting place in American history. The CWA also includes a process for memorial approval, siting and design.

all others. The Washington Monument similarly defines Washington, DC’s skyline and serves as a reference point to which proximate memorial and museum projects must respond. These iconic commemorations not only embody powerful symbols of our national heritage, but they also offer a unique physical identity for their cities and the country.

It is critical to respect both the subject matter of the commemorative work and neighborhood character in siting and designing commemorative works. Many celebratory commemorations may add to the experience of a lively urban environment. However, some commemorative works are intended as sites for contemplation which may make certain locations inappropriate.

Some commemorative works are linked to an event or have a symbolic value making them very place-specific. Others, however, can be located in a variety of settings. Plans developed in the 1990’s in Washington focused more on identifying appropriate new sites, particularly in emerging neighborhoods, and anticipated that commemorative works could serve as an early anchor to support community and economic redevelopment throughout the city. Commemoration sponsors, for fund-raising, visitation and symbolic reasons, are often attracted to known locations adjacent to well-used travel routes, and are less likely to be pioneers. Current

(continued next page)

HOW COMMEMORATION SUPPORTS COMMUNITY PLANNING GOALS, CONT. FROM P. 4

planning is now focused on ensuring that potential sites are integrated into surrounding development, can be reached clearly and easily, and are linked to other destinations to create a multi-trip experience.

Other memorial projects serve as catalysts for revitalization and park improvements. A \$455,000 memorial construction and restoration of Schoellkopf Park in Niagara Falls, New York, for example, is intended to revitalize what was once considered the city's largest and most beautiful park. The three-year project will serve as the centerpiece of a larger project designed to bring new life to the entire neighborhood, including demolition of dilapidated buildings, extensive construction of new housing, enhanced green space, commercial development and expanded parking capacity. The project will include installation of a fountain, plantings, lighting, security and irrigation systems. Commemorations have served as a focal point for similar revitalization projects elsewhere. In Washington, many of the city's small L'Enfant parks have benefited from the addition of a commemorative work, which often result in improved landscaping and amenities.

While many commemorative works are modest in scale and cost, major national commemorative sites represent significant capital projects whose construction can contribute to the local and national economy. The project costs for three memorials currently under development in Washington — the Martin Luther King, Jr.

General Trends in Commemoration in Washington

From 1900 to 2000, an average of one new memorial was dedicated in Washington each year. Commemorative works proposals increasingly must compete for space in an urban environment, necessitating planning to ensure long-term availability of space, and careful review of size, design, program and relationship to other adjoining uses. It is becoming important to develop planning and policy guidance that links memorial purpose to location. Commemorative works are proposed with amenities and programs that may enhance visitor experience and comfort, but must be carefully designed to be in keeping with the commemorative work and its surroundings.



The U.S. Navy Memorial, located at Pennsylvania Avenue and 8th Street Northwest in Washington DC, provides opportunities for formal ceremony, relaxation and social engagement. (Image from Worthy of The Nation, courtesy of the National Capital Planning Commission. Photograph by Peter R. Penczer.)

Memorial, the Eisenhower National Memorial and the Vietnam Veterans Memorial Center - are respectively estimated at or near \$100 million.

Commemoration and Tourism

For visitors, commemorations offer an opportunity to learn, celebrate, honor and be moved. For some history buffs, trips to Civil War battlefields are a passion. The Gettysburg battlefield, which hosts a number of commemorations, is the major driver of local tourism, with 1.7 million visitors to the battlefield out of an estimated total of 2.9 million total visitors to Gettysburg in 2007. These millions of annual visitors are a significant economic engine for the Gettysburg Borough, with a population of 8,103 and tourism is the largest industry in Adams County, population 101,105. The Gettysburg Convention and Tourism Bureau estimates that in 2006 visitor spending totaled \$332 million and the tourism industry generated \$86 million in tax revenues, employed 7,500 people and paid more than \$227 million in direct/indirect tourism wages.

Most commemorations, particularly those in larger urban areas, are one element of many that drive visitors to a place in any given year. The National Park Service recorded the following visits to some of the nation's most iconic commemorations in 2007: 2,385,387 to the Saint Louis Arch, 3,380,296 to the Statue of Liberty, and 591,081 to the Washington Monument. Countless other individuals – locals and tourists alike — appreciate these sites from the grounds or at a distance. People visit

(continued on page 7)



EXCELLENCE IN ECONOMIC DEVELOPMENT PLANNING AWARD

We invite you to submit an application for the annual **Excellence in Economic Development Planning** award from the APA Economic Development Division (EDD). This is a **\$1,000 award to a community that shows innovation and success with an economic development plan or project.**

The formal presentation will be at the annual APA conference in Minneapolis, late afternoon Monday, April 27 at the EDD Business Meeting. The Division will also help with preparing a press release for the winning community and for *Planning* magazine, and will announce the winner in the *News & Views* Division newsletter that is sent out to some 1,000 organizations throughout North America. This year's deadline for submission is: **Wednesday, April 1, 2009**. Please submit to the Chair of the Award Committee:

Robert M. Lewis, AICP
Development Strategies, Inc.
10 South Broadway, Suite 1500
St. Louis, MO 63102
(314) 421-2800 ext 18

Applications can be submitted by email to:
blewis@development-strategies.com

If submitting hard copies, **please send three copies** of everything for distribution to the committee.

There is no formal application form. Please, however, following these guidelines:

Narrative Description of the Plan or Project Description (up to 250 words) of the plan or project showing that the project fits the following definitions:

- *Economic Development*: The creation of new employment and wealth-generating activities through the mobilization of human, financial, physical, and natural resources.
- *Economic Development Planning*: A series of deliberate activities leading to initiatives that enhance a locality's, state's, or region's economic opportunities and quality of life.

Attachment I: Nominee's Fulfillment of Award Criteria For each of the following criteria, provide up to a 50 to 100-word description of the project. The entire attachment (all six criteria) should be no more than two pages (500 words).

1. Originality: Unique concept or appreciable refinement of existing techniques or procedures.
2. Transferability: Potential application to other areas or projects.
3. Quality: Excellence of thought, analysis, writing, graphics, and professional character of the presentation.
4. Implementation & Results: Effectiveness of work proposals that have been carried out or show the promise of being carried out.
5. Comprehensiveness: Submittal demonstrates a thorough and in-depth approach.
6. Contribution to Community: Demonstrates application to community needs and desires.

Attachment II (Optional): Supporting Materials

Applicants may provide news clippings, brochures, slides, videos, etc. If items need to be returned, please clearly mark them as such.

THANK YOU! WE LOOK FORWARD TO HEARING FROM YOU.

HOW COMMEMORATION SUPPORTS COMMUNITY PLANNING GOALS, CONT. FROM P. 5

these sites because they are awe-inspiring and original.

But what do these visitation numbers mean for city-wide tourism? A 2007 branding analysis conducted by Destination DC provides a glimpse of the relationship between commemoration and tourism in Washington, which, according to the organization, is a \$2.7 billion industry that supports 71,000 full time jobs. Destination DC used the study's findings to develop a new marketing campaign intended to drive tourism and to reshape how visitors see the city. Based on interviews with focus groups and surveys of American and international tourists, the study identified four pillars that support Washington, DC's tourism industry. These pillars represent the primary characteristics that draw visitors to the city. Visitors identified Washington as "powerful," "celebratory," "inspiring" and "beautiful." These qualities not only draw visitors to Washington, but they distinguish Washington from other destinations.

The "celebratory" pillar includes Washington's commemorative landscape. An entire subset of Washington's visitors, those the study coined "knowledge seekers," visit the city for the commemorations as well as the other institutional centers of learning, such as the Smithsonian museums or the Supreme Court. Researchers found that Washington has a sharp competitive advantage over other destinations in this category.

The spin-off effect of all visits to Washington is significant: Destination DC estimates that the city's hospitality industry generated an estimated \$5.57 billion in visitor spending on hotels, dining, shopping, transportation and entertainment in 2006, a 7% increase over 2005. Based on the branding analysis, at least a portion of these dollars may be attributed to travelers seeking to enjoy the city's commemorations.

Commemorative sites often serve as focal points for events attracting visitors. Washington's Law Enforcement Memorial is the site of an annual ceremony that brings together law enforcement officers and their families and friends from around the country. Viewing these sites less as monuments to be visited once and more as a place of moments, where people gather and share experiences, may be a useful perspective in understanding how commemorative sites can be an ongoing destination for visitors and locals alike.

Memorial sponsors seek visitation, balancing the number of visitors with the intended experience at the site, which may focus on personal reflection, celebration or interpretation and information-sharing. While some individual commemorative works may be a primary visitor attraction, in cities visitors incorporate trips to major commemorative sites with other nearby destinations.

Planning for Commemoration

Washington's planners are challenged to preserve land for new memorials in a way that will address a diverse and rich subject matter meaningful to future generations, while responding to requests to integrate new proposals into the city's fabric. The National Capital Planning Commission and federal and local partners have developed a number of plans, tools and policies that enhance the existing commemorative landscape, protect land for future generations and develop new cultural corridors. Most memorials in Washington are located in the monumental core and the northwest section of the city. The 1997 Legacy Plan sought to move federal development, including commemorative works, to other quadrants of the city to relieve pressure on the National Mall and to promote revitalization and development. More detailed work in the 2001 Memorials and Museums Master Plan identified 100 potential sites for new commemoration and recommended a Reserve area where no new commemoration should be built — a concept that Congress enacted into law. These plans, the CWA legislation, and the emergence of new and revitalized neighborhoods in other parts of the city are encouraging memorial sponsors to consider locations in new areas of the city. The soon to be released Framework Plan intends to further increase the appeal of potential commemorative sites located away from the National Mall by linking them physically and symbolically to the city's existing destinations, and planning the areas surrounding these sites to promote attractive, active settings.

Linking commemorative sites with other destinations physically and programmatically can increase visitation. As smaller commemorative works are less likely to be the primary focus of a visit, their visitation often benefits from adjacency to other destinations, particularly

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HOW COMMEMORATION SUPPORTS COMMUNITY PLANNING GOALS, CONT. FROM P. 7

those with a subject matter relationship on well-traveled routes. In Washington, a statue of Mahatma Gandhi, for example, is adjacent to the Indian Embassy and an avenue lined with foreign missions and is proximate to several other commemorative works honoring international leaders.

In Washington and elsewhere, commemorative works are destinations used to build visitation campaigns and shape tours. The dedication of a new commemorative work, such as the World War II memorial, or an important milestone, such as the Lincoln bicentennial, typically results in increased visitor interest, and offers an opportunity to develop visitor programming that links related sites and events. Boston's Freedom Trail, which leads tourists from markers to buildings and monuments, has become one of the city's number top tourist attractions.

Commemorative sites change over time, in part in response to new information, but also in response to the changing societal values and interpretations of history. Reinterpreting older commemorative sites is a challenge that acknowledges the need to make sites relevant to new generations. In 1997, the National Park Service developed an Irish Brigade Monument at Antietam. This was not only an opportunity to look at the battlefield site in a new way and to diversify those honored, but also to diversify visitation.

It is also critical that commemorative works have a long-term caretaker. In Washington, generally memorials are privately sponsored and constructed and publicly maintained. Federal law requires the sponsor to provide an endowment that is the equivalent of 10 percent of the development cost. ■

Julia Koster, AICP, is Director of the Planning Policy and Research Division and Lucy Kempf is a Community Planner at the National Capital Planning Commission.

The authors would like to thank the following individuals for their assistance: Andy Whittaker, Destination DC; Steve Lorenzetti and Patrick Gregerson, National Park Service; and Daniel Feil, Eisenhower Memorial Commission.

Resources

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Gettysburg Convention and Visitors Bureau; www.gettysburg.travel. Annual Report 2007-2008.

For more on visitation to National Park Service sites, go to www.nature.nps.gov/stats/state.cfm?st=dc.

For more information on Destination DC's 2007 brand study, go to www.destinationdc.com or contact Andy Whittaker, Director of Marketing Services at (202) 789-7058.

For more information about the National Capital Planning Commission and to download the plans referenced in this article, visit www.ncpc.gov.

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Creating an Improved Urban Village: The Redevelopment of Shirlington

by Terry F. Holzheimer, PhD, FAICP

Imagine a block-long street lined with restaurants and local retailers, a place that is crowded on evenings and weekends with people drawn to one of the few art house movie theaters left anywhere — and then more than double it. That is what Arlington, Virginia's economic development planners did in the Village at Shirlington. In the process, a new state-of-the-art library was added, along with a new home for a highly successful regional theater company, both housed in a landmark theater-library complex. In addition, we added five new residential buildings with 644 units, a 142 room hotel, 42,000 square feet of retail space, a 195,000 square foot office building, two parking garages with nearly 1,500 spaces, and an urban transit station. All of this replaced an abandoned big box store and acres of parking lots. The new Village at Shirlington has become one of Arlington's most popular re-envisioned downtowns. The process Arlington took to get there was a long, but rewarding journey.

In the late 1970s, Arlington County, together with the community, developed a plan for the revitalization of Shirlington,

a then-aging commercial area adjacent to a major interstate, I-395, just minutes from Washington, D.C. Shirlington was a relatively traditional suburban shopping center with a grocery store, tire and auto repair facility, a big box retailer, and a few small shops. Renovations in the 1980s created a traditional main street anchored at one end by two office buildings and at the other by the big box store and a movie theater. While an improvement over the previous development,



The redevelopment nearly doubled the land area and more than tripled the density in Shirlington.

Arlington used GO bonds to pay for a new library and the structure of the theater. A non-profit theater company raised \$12 million to do the interior finishes.

Shirlington Village remained a rather small retail outpost, dependent almost entirely on the theater and a few good restaurants for its survival. By 2000, the property owner, Federal Realty Investment Trust, the county and the community saw the need for an intensive planning effort to take a fresh look at the entire neighborhood. An extensive and intensive community process — a hallmark of Arlington development culture locally referred to as “the Arlington way,” — guided the creation of Shirlington's Phased Development Site Plan (PDSP) and the associated Shirlington Design

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CREATING A NEW URBAN VILLAGE, CONT. FROM P. 9

Guidelines. The PDSP established the uses, densities, building heights, parking locations, transportation facilities, utilities and community facilities for the entire area — in conceptual form.

The development plan for Shirlington specifically envisioned Campbell Avenue as the “Main Street” of this urban village. The detailed design for the street incorporates pedestrian-friendly elements that make Campbell Avenue a comfortable and exciting place for visitors and residents to walk. While the PDSP helped provide a blueprint for Shirlington, implementation of this plan required both the developer and the county to make significant investments in the area. Almost one million square feet of new mixed-use development was incorporated into the PDSP, along with infrastructure and community amenities, most of which was situated along Campbell Avenue.

Within the PDSP, Campbell Avenue was designed to create an exceptional pedestrian experience, terminating in the Signature Theatre, Shirlington Library complex, and its public plaza. Street level amenities ensure that this main public space supports the desired character, in terms of plantings, outdoor dining, signs, lighting, and street furniture. Even the storefronts are an amenity with the high degree of window transparency which engages pedestrians and invites them into the stores and restaurants. Parking is distributed behind the commercial buildings with entrances from several streets to enhance the ease of access while improving pedestrian flow and safety.

The exceptional quality of the streetscape makes Shirlington one of the most notable neighborhoods in the D.C. metro region. It is important to point out that

none of this happened by accident. Every element of the streetscape arose from careful planning and was incorporated into the Shirlington Design Guidelines, which were developed as part of the PDSP in 2000.

Anchoring the redevelopment on its west end is a landmark theater-library complex that houses Signature Theatre. Signature invested significantly as part of a unique public-private partnership with Arlington

County to move from a converted garage, to this beautiful and spacious new home. Signature Theatre undertook a major fundraising effort to build out the interior of their space, with the agreement that Arlington County would fund and own the building which would house both the theatre and a new Shirlington Library. Over \$10 million was raised by Signature, with Arlington County underwriting the cost of the entire building's core and shell, at a cost of \$5.5 million for the Signature portion. The result was a fabulous new home for a popular and critically acclaimed theatre company, but also a landmark anchor for the entire neighborhood. “Signature’s presence here sealed Shirlington’s reputation as a destination spot for the entire metropolitan region,” said Chris Zimmerman, then-Chairman of the

Arlington County Board. “We are proud that Arlington incubated this theatre, helped it grow, and partnered with Signature on its wonderful new home that showcases Arlington’s commitment to the arts,” Zimmerman added.

Arlington County provided the catalyst for still more additional development. Campbell Avenue (then S. 28th Street) was extended westward one block and

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Above: Shirlington's restaurant row was part of an early 1990's redevelopment. Below: A grocery store is essential in creating a true live-work environment — you can't eat out every night!



CREATING A NEW URBAN VILLAGE, CONT. FROM P. 10

then an additional block to the north. This required that the county contribute roughly two and a half acres of land used by its Trades Center (public works yards) in order to allow the project to proceed. In addition to constructing the theater-library complex, Arlington needed to underwrite the risk and provide public parking. The resulting development agreement had a little bit of everything — a land swap, co-investment in a garage, and “home run” insurance related to county loans to the developer which provided for an earlier payback to the county should development occur faster, or generate greater returns, than anticipated. All of this helped defray some of the risk for all parties and allowed the developer partner to get construction financing with reasonable terms. The overall leverage was initially \$1 of County funds per \$24 of private funds which, because the project was so successful, was ultimately reduced to \$1/\$42.

The end result was an agreement that was equitable to both the county and Federal Realty Investment Trust. By ensuring an anchor, creating viable lots, covering the infrastructure expense and agreeing to pay for some parking — ahead of the actual demand created by the new residential and retail uses — Arlington enabled each of the proposed development elements to secure financing. Thus, the county was also able to achieve both its planning goals as well as make good use of its capital, leveraging its investment at a ratio of roughly twenty-five to one. In addition to the many restaurants and cafes along Campbell Avenue, a new Harris Teeter grocery store next to the library/theater has provided a much-needed amenity for Shirlington and Fairlington residents, since the departure of the previous neighborhood grocery store in the mid-1980s. An adjacent, attached parking garage with reserved ground-level parking for customers makes shopping easy whether on foot, bike, or car. Additional theaters including an art-house cinema, Theater on the Run (operated by the County), and Classika Theater make Shirlington one of the most



The 644 units of housing built above the retail included lofts and flats as well as high-rise apartments and condominiums.

notable arts destinations in the area.

Overall, Shirlington has become one of the most popular and talked-about neighborhoods in the region, and Campbell Avenue is its heart. Its rise in popularity over the last three years has been well documented. In 2005, a *Washington Post* feature story — “Making Shirlington a Magnet” — examined the growing popularity of the neighborhood, the vision of Shirlington as an arts and entertainment destination, and the successful efforts of developers and Arlington government planning and economic development officials to create exactly that. Warren Brown, owner of Cakelove bakery and one of *Inc. Magazine’s* “26 Most Fascinating Entrepreneurs,” opened a Campbell Avenue location in 2007, noting the neighborhood’s amenable character and seamless accessibility to retail. Offering a friendly, exciting, and visually interesting place for the visitor, residents, and workforce, Shirlington is authentic, eclectic, and filled with character. It is truly one of the region’s great neighborhoods — and a true testament to thoughtfully planned economic development. ■

Terry Holzheimer is the Editor of News & Views.

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	<p><i>Experts In:</i></p> <table border="0"> <tr> <td>Feasibility Studies</td> <td>Market Prioritizations</td> </tr> <tr> <td>Real Estate Market Strategies</td> <td>Highest and Best Use Analyses</td> </tr> <tr> <td>Economic and Fiscal Analyses</td> <td>Economic Growth Strategies</td> </tr> <tr> <td>Expert Testimony</td> <td>Downtowns and Main Streets</td> </tr> <tr> <td>Planning Advisory Services</td> <td>Residential and Commercial</td> </tr> </table>	Feasibility Studies	Market Prioritizations	Real Estate Market Strategies	Highest and Best Use Analyses	Economic and Fiscal Analyses	Economic Growth Strategies	Expert Testimony	Downtowns and Main Streets	Planning Advisory Services
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Economic Development and the Green Economy

by Isabelle Xu and Shana Johnson

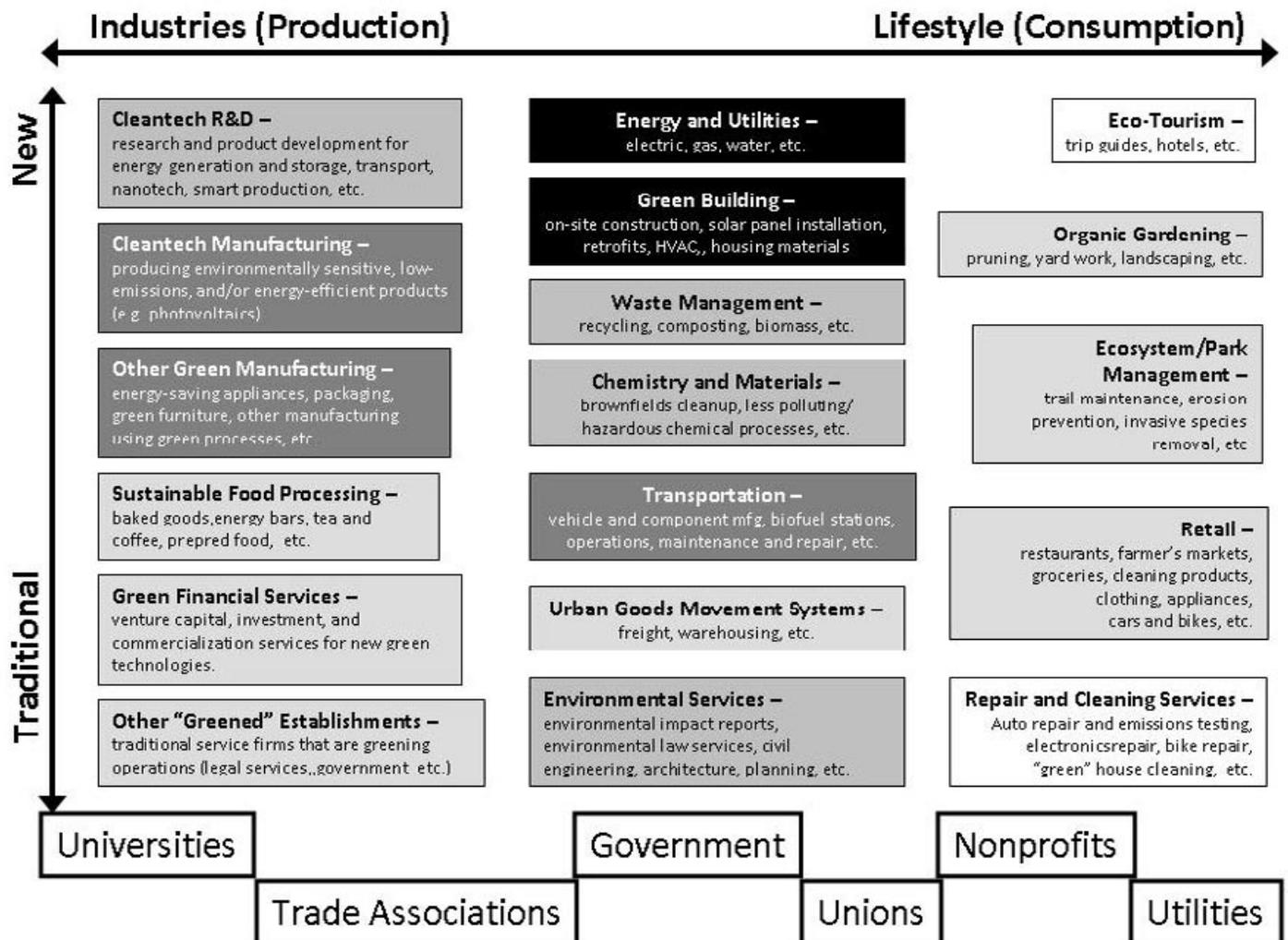
The “green economy” has become a buzz phrase as the recent election has invested it with hopes for both environmental improvements and job creation. An explicit definition of the nature and potential of green industries is only now developing, however, at its broadest level the green economy is underpinned by the emergence of the clean energy industry. Yet the green economy now encompasses a broad array of sectors, including everything from clean manufacturing, energy efficiency and the greening of the built environ-

ment, to the consumption-oriented sectors such as ecotourism and organic retail products (Figure 1).¹

Positive projections for the growth of the green economy abound. The renewable energy and energy efficiency (RE&EE) industries represented more than 9 million jobs and \$1,045 billion in U.S. revenue in 2007. By 2030 domestic employment in RE&EE industries is expected to grow to 37 million jobs.² In 2008, the United Nations published a report estimating that the

(continued next page)

Figure 1



ECONOMIC DEVELOPMENT AND THE GREEN ECONOMY, CONT. FROM P. 12

current \$1,370 billion-a-year global market for environmental products and services is expected to grow to \$2,740 billion by 2020.³ Despite strong public support for the green economy, the economics of the industry sectors, i.e., the cost differentials between green and conventional products and services, is a key factor in the development trajectory of the industry sectors. This paper critically explores the economic dimensions of the green economy.

Drivers of the Green Economy

The industrial revolution that produced our modern economy has brought innumerable advances to humanity. However, in recent decades the downsides of industrialization — pollution, environmental degradation, deforestation and global warming — have become significant public policy concerns. The burning of fossil fuels, such as coal and oil, have caused concentrations of heat trapping “greenhouse gases” to increase significantly in our atmosphere, causing global temperatures to rise. If greenhouse gases continue to increase, climate models predict that the average temperature at the Earth’s surface could increase by 3.2 to 7.2° F above 1990 levels by the end of this century,⁴ and impact sea level, biodiversity, diseases, and other critical human living conditions.

Confounding these factors are the rapid development and urbanization occurring in developing countries across the globe. Sixty percent of the world’s population, 4.9 billion people by 2030, are expected to live in urban areas.⁵ Urban populations create an energy consumption hike, and the intense concentration of population and industries often lead to increased local pollution and environmental degradation.

Our country’s economic and national security is also threatened by our dependence on oil and other fossil fuels. It is predicted that peak oil, the point in time when the maximum rate of global petroleum extraction, after which the rate of production enters terminal decline, is within the near future. Our current dependence on oil and gas (60% of total energy consumption; coal accounts for another 25%) leads to high-level uncertainties in oil price as oil production declines, which is detrimental to the economy.⁶

Green Economy Viability

The crises of global warming and environmental degradation have driven a strong desire to develop the green economy among policy makers, the business community and the environmental community. However, just like other businesses, green businesses must be

profitable and competitive in the free market to survive.

Historically, innovation has driven the U.S. economy — the development of the integrated circuit, personal computer and the Internet — produced high-value new sectors in our economy.⁷ However, what is less well recognized is the role of government in providing the funding for research that led to these developments. AnnaLee Saxenian famously attributed the regional growth of Silicon Valley’s technology industry to a combination of federal defense research funding and a supportive, risk-taking regional business culture.⁸

Federal, state and local governments are creating green standards and regulations and offering significant incentives for green businesses. President Barack Obama has committed to helping the private sector create five million new green jobs by investing \$150 billion over the next ten years in the clean energy industry. The Obama Administration also plans to put one million plug-in hybrid cars in use by 2015, and to ensure that these cars are built in the United States.⁹ Many states have produced their own green regulations and investments to foster green industry sectors or green-collar jobs. Local economic development incentives including fee exemptions, low-cost loans and in-kind donations of land or facilities have also been targeted towards green businesses across the country. States and municipalities are also greening local regulations, particularly by adopting green building regulations.¹⁰

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Historical Clean Technology VC Investment by Year (North America, Europe & Israel, China, India)

YEAR	INVESTMENT	% INCREASE
2001	\$506,780,774	N/A
2002	\$883,269,409	74.3%
2003	\$1,258,565,762	42.5%
2004	\$1,398,256,823	11.1%
2005	\$2,077,524,074	48.6%
2006	\$4,520,208,949	117.6%
2007	\$6,087,179,844	34.7%
2008 *	\$8,414,259,610	38.2%

*(preliminary)

Source: The Cleantech Group

In addition to supportive public policies and incentives, access to private capital is essential for the green economy to grow. In 2008, total clean technology venture investments reached \$8.4 billion despite of the broadening global economic recession, and 41% of total new venture capital investment reported went into clean technology related ventures.¹¹

The top clean technology sectors in 2008 were solar, biofuels, transportation, and wind. Solar kept its leading sector status, and accounted for almost 40% of total cleantech investment, led by mega-investment rounds in thin-film solar, concentrated solar thermal and solar service provider companies. Investors also continued to migrate from first-generation ethanol and biodiesel technologies to next-generation biofuels technologies, led by algae and synthetic biology companies. Other sectors with healthy investor interest included smart grid companies, small-scale wind turbines, plastics recycling, green buildings and agriculture technologies.

Behind the staggering investment growth was the advance of the clean technologies and the rapidly dropping cost of renewable energy. According to one analyst, Pacific Crest's Mark Bachman — thin-film solar firm First Solar has reached grid parity in 2008, or the point where photovoltaic electricity is as cheap as conventional electric power measured by cost per unit energy. Although his calculation was challenged by other analysts, it seems true that the costs are coming close. The U.S. Department of Energy's Energy Information Administration has concluded that there isn't much difference between the cost of new power plants using wind and other traditional fuels, such as nuclear, coal and natural gas, taking into account a broad array of expenses. In

2007, the retail market wind power electricity price was in the range of \$5/MWh to more than \$10/MWh in different domestic regional markets, which is in the same range with the conventional carbon fossil sources.¹²

Emerging Green Industry Sectors

Currently, renewable energy (excluding biomass) accounts for 5% of the entire energy market, which is about one tenth of the world's economic output at about \$6 trillion a year.¹³ Once the development of the technology lowers the cost of renewable energy to the parity point, the share of renewable energy could be expected to grow exponentially in the overall energy market. Encouragingly, these fundamental changes in economics are also accompanied by the change of social mindset — environmentally conscious owners, consumers, managers, and ultimately, individuals change their daily behavior and routines towards a greener society.

Jobs in these new green economy sectors are often referred to as green jobs or green-collar jobs. The Apollo Alliance, a leading coalition of business, labor, environmental, and community leaders that advocates for the development of clean energy green jobs, defines green-collar jobs as those that are "well-paid, career track jobs that contribute directly to preserving or enhancing environmental quality. Like traditional blue-collar jobs, green-collar jobs range from low-skill, entry-level positions to high-skill, higher-paid jobs, and include opportunities for advancement in both skills and wages."¹⁴ Green-collar jobs include entirely new professions, such as renewable energy technicians, but also include traditional professions that have adapted green practices, such as car mechanics that can fix electric engines as

well as internal combustion engines. Green-collar jobs tend to be local jobs that are not vulnerable to outsourcing.¹⁵ Unless otherwise noted, this paper defines green jobs as those directly related to the design, manufacturing, and installation of products and services that reduce our fossil fuel energy consumption or environmental degradation.¹⁶

The core industry sectors of green economy include: renewable energy

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Top Venture Capital Clean Technology Sectors in 2008		
SELECTED TECHNOLOGY SECTOR	AMOUNT INVESTED	% OF TOTAL
Solar	\$3.3 billion	40.0%
Biofuels (including ethanol, biodiesel, synthetic biology, algae)	\$904 million	11.0%
Transportation (including electric vehicles, advanced batteries, fuel cells)	\$795 million	9.5%
Wind	\$502 million	6.0%
Smart Grid	\$345 million	4.1%
Agriculture	\$166 million	2.0%
Water	\$148 million	1.8%

Source: The Cleantech Group

ECONOMIC DEVELOPMENT AND THE GREEN ECONOMY, CONT. FROM P. 14

Industry Sectors and Example Jobs and Businesses of the Green Economy		
INDUSTRY SECTOR	EXAMPLE BUSINESSES	EXAMPLE GREEN-COLLAR JOBS*
Renewable energy and energy efficiency (RE&EE)	Renewable energy: hydropower, geothermal, fuel cells, hydrogen, wind, solar Energy efficiency: Energy conservation and energy efficiency products, electric and hybrid vehicles, energy-smart design, smart power grid	Solar energy systems designer, solar panel installation technician, wind turbine machinist, geothermal electrical engineer, battery design engineer, battery manufacturing technician
Green buildings	Design of green buildings, recycled or local building materials, solar panel R&D and manufacturing, green roof installation	Lighting and HVAC engineer, landscape architect, home improvement retrofit technician, insulation installer, residential air sealing technician, machinist
Transportation and logistics	Hybrid, hydrogen-powered or electric cars, mass transportation	Fuel efficient car design and manufacturing, public transportation system design and vehicle manufacturing and operations
Environmental services	Brownfield remediation, waste control, recycling, pollution control technologies R&D and manufacturing	Brownfield remediation technician, recycling center operator,
Consumer goods	Organic food and clothing, farmer's markets, eco-tourism	Manufacturing of green consumer goods, organic goods retailer
Greened traditional industries	Introduction of energy saving or environmentally friendly practices into traditional industries	
Business and professional services, non-profits and associations	Environmental services consulting, climate change policy think tank,	Economist, air quality specialist, environmental services consultant, urban planner, conservation policy analyst, climate change advocate

* Under an approach that defines the green economy as any business that is environmentally sustainable, green-collar jobs could include any job function (i.e., payroll clerk, HR specialist), that is in a sustainable firm.

generation, green buildings, energy efficient transportation and logistics, and environmental services. The influence, as mentioned earlier, has gone beyond core industry sectors, and has extended to consumer goods,

traditional industries, and many supporting services and institutions. In general, we see the following three industry sectors forming in the green economy:

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Renewable Energy Generation and Related Technology

Renewable energy is energy generated from natural resources, which can also be naturally replenished. In 2006, about 18% of global final energy consumption came from renewables, with 13% coming from traditional biomass, such as wood-burning. Hydroelectricity was the next largest renewable source, providing 3% (15% of global electricity generation), followed by solar hot water/heating, which contributed slightly more than 1%. Modern technologies, such as geothermal energy, wind power, solar power, and ocean energy together provided some 0.8% of final energy consumption.¹⁷

Wind and solar are the two fastest growing areas in renewable technology. Currently, wind counts for one percent of electricity generation, but it is growing at 30% a year (GE sold about \$6 billion worth of wind turbines in 2008). Solar power generates around 0.01% of electricity generation, but is growing at more than 50% a year. As mentioned previously, solar sector alone accounted for 40% of total venture capital investment in the clean technology, followed by biofuels (11%) and wind (6%). Four out of five top funding rounds in 2008 took place in solar companies.

vested \$125 million in Great Lakes Bioenergy Research Center in Wisconsin, just to name a few examples.

Alongside the renewable energy generation, the smart grid technology develops quickly to monitor the energy usage patterns and smoothes out the spikes. In the third quarter of 2008, a record \$202 million flowed into the sector comparing to \$30 million in the ten prior quarters. Grid Point, a young Arlington, Virginia company pioneering in smart grid technology, received \$120 million funding in September 2008 in its fifth round offering.

Green Buildings

Buildings take up land and consume resources, energy, water, and materials. As of 2006, buildings used 40 percent of the total energy consumed in both the U.S. and European Union. In the U.S., 54 percent of that percentage was consumed by residential buildings and 46 percent by commercial buildings.¹⁹ Green building aims to improve the efficiency of using the resources while reducing the impact on human health and the environment during the building's life cycle, through siting, design, construction, operation, maintenance, and removal.

The Green Building Council's research in 2007 concluded that there is no significant difference in average costs for green buildings as compared to non-green buildings.²⁰ Another recent study compared the value of 694 certified green buildings (Energy Star and LEED) with 7,489 other office buildings located within

a quarter mile of the certified green buildings. The research revealed systematic evidence that rents for green buildings are about 2% higher than rents for comparable buildings located nearby. Effective rents, or those adjusted for the occupancy levels in the building, are about 6% higher in green buildings than in comparable office buildings nearby.²¹ In fact, 42 percent of architects surveyed in 2008 by American Institute of Architects reported clients asking for green building elements on a majority of their projects, with 47 percent of clients actually implementing green building elements on their projects, an increase of 15 percent from 2007.²²

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Five Largest Clean Technology Rounds in 2008

COMPANY	DESCRIPTION	AMOUNT RAISED
NanoSolar (USA)	Thin-film solar (CIGS)	\$300 million
Solyndra (USA)	Thin-film solar (CIGS)	\$219 million
SoloPower (USA)	Thin-film solar (CIGS)	\$200 million
WinWinD Oy (Finland)	Wind Turbines	\$177 million
Solar Reserve (USA)	Concentrated Solar Thermal	\$140 million

Source: The Cleantech Group

Biomass and waste is another important area. The U.S. Departments of Energy and Agriculture suggest that even with only small changes to existing practice, 1.3 billion tons of plant matter could be collected from American soil without affecting food production. If there were converted into ethanol using the best technology available today, it would add up to the equivalent of 65% of the country's current petrol consumption.¹⁸ Government and private money has been heavily invested in experimenting with various biochemical processes to transform biomass into energy. BP has recently funded the Energy Biosciences Institute with \$500 million; the U.S. Department of Energy has in-

On January 15, 2009, House Democrats proposed to invest \$31 billion to modernize federal and other public infrastructure with the goal of long-term energy cost savings; \$16 billion to repair public housing and retrofit them for energy efficiency, and another \$6 billion to weatherize modest income homes²³. Currently, the federal government is the world's largest single consumer of energy in the world, spending approximately \$14.5 billion on energy consumption in FY 2008. Advocates of these programs say that they can lead to jobs for people with only moderate skills, and the jobs created would be in the same areas of employment that people already work in today, both in terms of specialty and geographic locations. For example, increasing the energy efficiency of buildings through retrofitting requires roofers, insulators and building inspectors, and will absorb hundreds of thousands of construction workers who lose work as the real estate industry slows down.

Transportation and Logistics

In the transportation area, much attention is paid to energy efficient vehicles and public transportation network. Energy efficient vehicles include hybrid electric vehicles, battery electric vehicles, and fuel cell vehicles. A hybrid car is essentially a vehicle powered by two different sources: an electric motor and an internal combustion engine which propels the car. The hybrid recaptures energy through a process known as regenerative braking — where the energy normally lost through braking or coasting goes to power the electric motor. In 2007, hybrids claimed 2.15% share of the new vehicle market, a 38% increase over 2006 to almost 350,000 units.²⁴ Mass production of battery electric vehicles, or plug-ins, are not that far away, as General Motors (GM) intends to launch a plug-in hybrid called the Volt by 2010, and Toyota plans a plug-in version of the Prius, awaiting the breakthrough in battery technology. Honda and Mercedes are more inclined to fuel cell technology, which converts the chemicals hydrogen and oxygen into water, and produces electricity in the process. In terms of cost, the clean cars still have a long way to go. For instance, GM estimated the price tag of the Volt at \$40,000, as the lithium-ion battery costs \$10,000 to \$15,000 a car. David Cole, chairman of the Center for Automotive Research, in Ann Arbor, MI., estimated that the battery price could someday fall one third that much, and bring down the car's price closer to \$30,000.²⁵

Mass transportation, especially different forms of commuter rail, and transit oriented development have been of increasing importance in recent years, as the

public realize the social and economic value of mixed-use high-density development within walking distance of transit stations. Getting cars off the road, coupled with energy efficient buildings, provides the greatest environmental benefit of perhaps any development related actions that can be taken. In the January 2009 House Democrats stimulus package proposal, \$30 billion budget was proposed to be devoted to highways and bridges and \$10 billion for public transit and rail, which shows improvement from the usual 20% share of the public transportation. It is expected that the American Recovery and Reinvestment Plan currently before Congress, as well as the reauthorization of the surface transportation bill later in 2009, will increase the proportion of transportation funding spent on transit.

The Next Wave of Innovation

The United States officially entered into recession in December 2007,²⁶ amid housing market correction, subprime mortgage crisis, and declining value of dollar. At the end of 2008, the Standard and Poors Index slipped by 37% comparing to the beginning of the year, and domestic unemployment rate jumped to 7.2%, its highest level since early 1993. In the fourth quarter of 2008 the U.S. economy shed 1.9 million jobs.²⁷

In December 2008, in the same week as General Motors and Chrysler begged \$17.4 billion from taxpayers to stave off collapse, Hemlock Semiconductor Corp, a solar photovoltaic panel maker 80 miles north of Detroit, announced a \$3 billion expansion that could create hundreds of jobs. This is a classic example of the new industries being born in the heart of America's dilapidating rust belt. Evidence suggests that green economy is here, as the cost of renewable energy rapidly drops and the technologies advance. There will be twists in the development of the green economy, with uncertainties such as mounting government deficit, volatile oil prices, and faltering financial system, but the direction is set. ■

Isabelle Xu is a Regional Economist with Arlington (VA) Economic Development and Shana Johnson is an independent consultant and frequent contributor to News & Views.

Footnotes

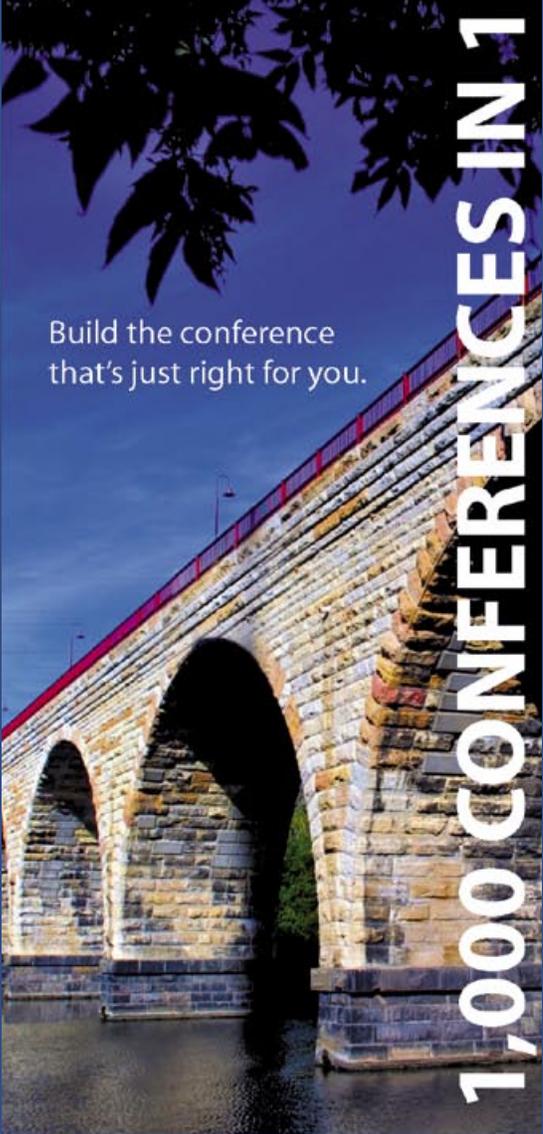
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- ²⁷ Bureau of Labor Statistics. *The Employment Situation: December 2008*. www.bls.gov/news.release/empst.nr0.htm. Accessed January 29, 2009. Hybrids claimed 2.15% share of the new vehicle market.



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APA Forms Young Planners Task Force

by Megan Cummings, AICP, Chair, Young Planners Group

In between the students and the upper-management professionals, there's a cross-section of APA members who are relatively new to full-time planning work. They are the leaders of tomorrow, and they are often from different generations than the leaders of today. In the summer of 2007, APA President Bob Hunter commissioned a geographically diverse task force of 15 planners in their 20s and early 30s to serve as the Young Planners Group. The YPG is an advisory group to the APA Board with an eye and an ear toward issues of importance to young planners. After several conference calls, we developed a report to APA's Board of Directors that identifies needs, strategies and other things vital to the future of APA and the next generation of leaders (you can download the report at <http://planning.org/features/2008/newprofessionals.htm>). We also hosted a session at the 2008 national conference in Las Vegas to present the findings of the report. The discussion following the presentation was lively, insightful, and inspiring.

Part of our charge is to identify ways to get young planners more involved in the profession both in leadership roles and among our local chapters and sections. There are many ways young planners can become more involved in their profession. Contact your chapter president and let them know you would be interested in organizing lunch 'n learns, helping at the state conference, updating the website, or serving on a committee. The YPGs also see a greater role for networking within our generation to discuss issues important to us such as career development, moving into management positions, and balancing careers and families.

We want to hear from you! If you are interested in helping to shape the future of the planning profession, if you want to be more involved, or if you want to be a part of a support group for young professionals like you, let us know. Some of our goals for the upcoming year include organizing a mentoring program, forming local and regional groups of young planners, and finding ways to be more active in national APA programming and policy decisions. Feel free to contact me (plannermegan@hotmail.com) or your Division Chair and let us know if you are interested in becoming more involved. ■

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www.nabe.com/pc09/

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Urban Land Institute
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www.uli.org/sitecore/content/ULI2Home/Events/Conferences/Americas/Resort/Resort2009/International%20Resort%20Development.aspx

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www.uli.org/sitecore/content/ULI2Home/Events/Conferences/Americas/Green/Green2009/Green.aspx

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John M. Jones, AICP	Winter Park, FL	Erica R. Smith, AICP	St. George's, Bermuda		

Resort and Tourism Division

William Pitre Cipolla	San Juan, PR
Carol Mardis	Keokuk, IA
Barbara Powell	Crawfordville, FL
Madhu S. Prasad	Mumbai, India
Rana Salzmann	Chicago, IL
Juan Carlos Vega Cidvaz	San Juan, PR