

# NEWS & VIEWS



American Planning Association  
Economic Development Division  
Making Great Communities Happen

A Publication of the Economic Development Division  
of the American Planning Association

Summer 2011

## Inside This Issue...

Editor's Message.....	2
Thoughts From the Chair.....	3
Peninsula Town Center: A Catalyst For Redevelopment .....	6
Irvine Business Complex Vision Plan.....	10
Marana Economic Roadmap .....	13
Urban Retail: Inside, Outside, and All Around .....	15
Calendar .....	21
New Members .....	21



*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, Shani Porter (address below).

**CHAIR:** Robert Lewis, AICP  
Development Strategies, Inc.  
blewis@development-strategies.com

**CHAIR-ELECT:** Julie Herlands  
TischlerBise  
julie@tischlerbise.com

**SECRETARY/  
TREASURER:** Shana R. Johnson  
Civic Synergy, LLC  
sjohnson@civicsynergylc.com

**EDITOR:** Shani Porter  
shanilporter@gmail.com

**ADVERTISING:** Jeffrey Mills  
jmcommunications@comcast.net

Copyright © 2011 by the American Planning Association, Economic Development Division

## SUBMIT!

Deadline for the Fall Issue of

**NEWS & VIEWS**

October 1, 2011

## APA Economic Development Division – Annual Business Meeting Highlights

### *Monday, April 11, 2011 – Boston, MA*

*by Shani Porter, with contributions from Robert Lewis, AICP and Jeffrey Mills*

The EDD's Annual Business Meeting was held (as it is every year) at the National APA Conference, this time in Boston, a wonderful city. Bob Lewis, our division chair, welcomed the 25 members and guests present and provided an update of the yearly activities conducted by the Economic Development Division. While the overall division membership is down from September 2009 (consistent with many other divisions during the economic recession), the division has been busier than ever, participating in several successful recent webinars and conference sessions. A membership survey will be conducted next year to gauge membership participation needs in order to continue to build on recent successes. Bob expressed his gratitude to Julie Herlands and Danielle Develin for their

*(continued on page 4)*



*Jeryl Rose Phillips, AICP, President of the Virginia Chapter of APA and Comprehensive Planning Coordinator for the City of Virginia Beach (center) accepts the Donald Hunter Excellence in Economic Development Planning Award for the City of Hampton, VA from EDD chair-elect Julie Herlands and chair Robert Lewis, AICP.*

INSIDE THIS ISSUE...



Hot, HOT and HOTTER!!

Whew — can it get any hotter? I’m certain that each of you are longing the days of winter right about now. Thank goodness for modern conveniences like air conditioning! It makes me

wonder how our forefathers survived through such sweltering conditions. But as I ponder that, it makes me realize that they changed and adapted to these conditions to build an environment that they could thrive in. And I am certainly appreciative of their efforts as I sit inside my air-conditioned home. I am assuming that many of you are heading to the pool, staying in your basements, keeping the blinds closed on the windows to do anything to conserve energy and keep the heat out so your a/c doesn’t crash or, worse yet, the electric grid fails and you’re without your computer or a way to charge your “smart gadgets.” Wow...that makes me sweat just thinking about it! Once again I’m so glad our forefathers adapted. But

adapting is a way of life for us planners — especially in these challenged economic times. So in the comfort of your air-conditioned office, home or wherever you will read this summer edition of *News & Views*, challenge yourself on how you too can adapt and change during these brutal summer days.

*Is there an opportunity to turn a cooling center into a community think tank? Can a swimming pool full of families be used to conduct community surveys?*

How can these small efforts be coupled into larger wide-scale community efforts? Is there an opportunity to turn a cooling center into a community think tank? Can a swimming pool full of families be used to conduct community surveys? Would free or reduced rates during extreme heat for mass transit cause a non-user to become a regular user? Just think of all the possibilities!

So grab a cool drink, pull out a pen and begin pondering how future generations can stay cool on behalf of our efforts today — just like our forefathers did for us. I’m certain they will be appreciative, much as I am of my a/c. Enjoy! ■

— Shani Porter, Editor




**DEVELOPMENT STRATEGIES®**  
guiding effective decisions in  
real estate, community, and economic development



RESEARCH • PLANNING • COUNSELING • APPRAISAL

10 SOUTH BROADWAY SUITE 1500 ST. LOUIS, MISSOURI 63102  
t 314.421.2800 f 314.421.3401 www.development-strategies.com

**EDD ELECTIONS ARE COMING!**

Are you interested in participating on our Nominating committee to identify candidates for leadership of the Economic Development Division in 2012 and beyond? Or perhaps interested in running for office yourself? There are many “percs” to getting involved in your Division!

The EDD membership will elect a Chair-Elect and Secretary-Treasurer in early 2012, to take office when the gavel is passed at the 2012 Annual Meeting in April.

We welcome your participation in Division leadership! To get involved on the Nominating Committee, or to express your interest in running for office, please contact Bob Lewis at RML@development-strategies.com. ■

## THOUGHTS FROM THE CHAIR



Demographics can be very informative about the future and in explaining what’s already happened. Planners know that. How we translate demographic analysis to decision makers, developers, and the citizenry, can determine the quality of economic

decision-making.

I recently addressed an audience at an International Economic Development Council conference in Indianapolis on the future of the commercial real estate industry. Trying to keep it simple, I looked at the rate of change in population and employment by decade over the last 40 years in the 30 largest metropolitan areas of the U.S. I broke down the numbers even further for central counties, inner-ring suburban counties, and all other outer counties.

What I found wasn’t surprising to me, but it has profound implications for economic development. During the 1970s, the Baby Boom generation started entering the labor force in numbers that still astound. In those 30 metro areas, employment increased 22% compared to just 9% population growth — almost a 2.5:1 ratio. Those net new workers needed more places to work, shop, and recreate. This caused an immense spurt in commercial development. The 1980s weren’t much different — 25% job growth vs. 13% population growth. During those two decades, we created a commercial real estate industry necessary to support incredibly strong job and income expansion.

Not so much anymore. The 1990s saw 17% job growth and 15% population growth in the 30 metros. These are healthy rates, but the ratio is effectively 1-to-1. In the 2000s, the ratio went negative, 9% jobs vs. 12% population. One of the outcomes of the present recession and sputtering recovery is that the commercial real estate industry will be relatively downsized, consolidated, and leaner. It simply doesn’t need to create and manage a disproportionate amount of space anymore.

For planning and economic development, it means more competition for the jobs and buildings that continue to come on line. Oh, there’s plenty to go around. We are not a shrinking country. But if we became accustomed to disproportionate commercial growth and we failed to adapt to changing demographics — as I believe we did fail — then the economic slump will do it for us. I don’t want to be a curmudgeon, but many of us planners knew such changes were underway as the 1990s turned into the 2000s. But we had a whole commercial development industry, including finance, architecture, construction, etc., that struggled to remain “big” and couldn’t do it. It will be fascinating to see how our economy re-structures itself in the next few years, but we’ve already experienced that this won’t happen without economic and social pain.

Next step: What are the projections for future labor force creation? Maybe one of you has already done this. Let’s hear from you.

Thank you for being an EDD member and helping to advance our mission. ■

— Bob Lewis, AICP  
blewis@development-strategies.com

**bae urban economics**  
san francisco | sacramento | los angeles | new york | washington dc

bae1.com

**TischlerBise**  
COST OF GROWTH SERVICES

Bethesda, MD Temecula, CA

- Impact Fees
- Fiscal Impact Analysis
- Revenue Strategies
- Economic Impact
- Utility Rate Studies
- User Fee Studies

(800) 424-4318  
www.tischlerbise.com

APA EDD ANNUAL BUSINESS MEETING HIGHLIGHTS, CONT. FROM P. 1

volunteer efforts in the conference Division booth. Both of these individuals represented the EDD well during the annual conference.

The business meeting was highlighted by the division's annual awards. The Donald Hunter Excellence in Economic Development Planning Award was presented to the City of Hampton, VA for their work with the Peninsula Town Center. Honorable mentions were presented to City of Irvine, CA for the "Irvine Business Complex Mixed Use Vision Plan" and to the Town of Marana, AZ for the "Marana Economic Roadmap" (see coverage of award winners inside this issue).

The Student Scholarship Award for the best

research paper on Economic Development Planning was awarded to Evan Casper-Futterman from the University of New Orleans for his paper, "Back to Basics: Worker Cooperatives as Economic Development" (see <http://bit.ly/rahMnm>). Mr. Casper-Futterman's analysis of community stabilization using worker cooperatives was thoughtful and well-conceived. He will be awarded a \$1,000 scholarship from the Economic Development Division. Alexandra Thompson from the University of Illinois at Urbana-Champaign was also awarded a runner-up certificate for her paper, "Local Foods: Three Ways to an Industry that Pays" (see <http://bit.ly/qV-vCNx>). Ms. Thompson's paper on connecting local food producers and consumers in ways that generate jobs and promote innovation greatly impressed the selection committee.

The Division Leadership is proud of all the efforts over the last year and is excited for the coming year! We look forward to having you join us next year in Los Angeles for our annual business meeting on Monday evening, April 16.

**The 2011 annual conference in Boston provided some wonderful memories for several of our EDD Board members:**

**Division Chair Bob Lewis:** "My memorable moment is more like two hours. I joined about 30 other APAers in a bike ride around Boston to 'study' the increasing number of bike lanes and other bike traffic control mechanisms  
*(continued on page 5)*

*Above left: Bill Anderson, FAICP, Principal/Vice President of AECOM and past chair of the EDD. Left: student scholarship runner-up, Alexandra Thompson, is recognized by EDD secretary-treasurer Shana Johnson and chair Robert Lewis, AICP. Below left: members and guests mingle during the reception. Below right: Julie Herlands takes the floor.*

Photos by Jeffrey Mills

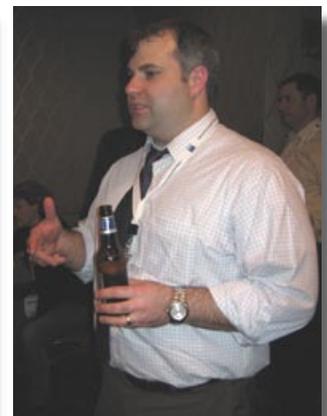


APA EDD ANNUAL BUSINESS MEETING HIGHLIGHTS, CONT. FROM P. 4

that the city is implementing. This will encourage more biking — they have a goal to attract a huge number of bike commuters — and safer biking as the bikes mix with Boston’s cars on the city’s notoriously narrow streets. As a bike commuter myself in St. Louis, I was very impressed with the enthusiasm and the creativity of the Boston bike advocates in addressing traffic issues. Plus, and this is the best part — I got AICP CM credits for bike riding.”

**Division Chair-Elect Julie Herlands:** “My memorable moment is our division’s annual meeting and reception. It was great to catch up with ‘old’ colleagues and friends, make new connections, and chat in an informal setting. I thoroughly enjoyed getting to meet the winners of the Division’s Excellence in Economic Development Award and Graduate Student Scholarship. We hope for an even bigger turnout in Los Angeles in 2012!”

**Former Division Chair and present Chair of the Division Council Terry Holzheimer:** “The best discussion I had at the Boston conference was with the Divisions Council regarding our division initiatives. The EDD has been involved in two of the existing initiatives – ‘Airports in the Region’ and ‘Food Systems Planning’ — and we now have a new initiative for this year: ‘Planning for a More Mobile Population.’ This will address mobility in all facets: demographic changes, population mobility, job mobility, etc. The EDD can be a great contributor to this conversation. If any EDD member is interested in participating, check out the APA website under Division Initiatives ([www.planning.org/leadership/divisions/initiatives/](http://www.planning.org/leadership/divisions/initiatives/)) and contact me ([tholzheimer@arlingtonva.us](mailto:tholzheimer@arlingtonva.us)) or Rhonda Phillips ([Rhonda.Phillips@asu.edu](mailto:Rhonda.Phillips@asu.edu)), former EDD Chair, about becoming involved.”



Top: Scholarship winner Evan Casper-Futterman of the University of New Orleans accepts his award. Above left: Bob Lewis promotes the division. Above right: Adam Ploetz, EDD 2011 annual meeting coordinator.



Bill Jacobs, AICP, from the City of Irvine, accepts an Honorable Mention for the Donald Hunter Excellence in Economic Development Planning Award.

**2011 Donald E. Hunter Excellence in Economic Development Award Committee Members:**

- Julie Herlands, Principal, TischlerBise, EDD Chair-Elect
- Courtney Anderson Mailey, AICP, Adjunct Faculty, Virginia Commonwealth University
- Della Rucker, AICP, CECD, Principal, The Wise Economy Workshop
- James Stevens, Senior Associate, ConsultEcon Management & Economic Insight

**2011 EDD Scholarship Committee Members:**

- John Provo, Ph.D., Director, Virginia Tech Office of Economic Development (Scholarship Committee Chair)
- Shari Garmise, Ph.D. Vice President, USU/APLU Office of Urban Initiatives – Association of Public and Land-Grant Universities (APLU)/Urban Serving Universities Coalition (USU)
- Greg Schrock, Ph.D., Assistant Professor, Portland State University
- David Bieri, Ph.D., Assistant Professor, University of Michigan
- Shana Johnson, Principal, Civic Synergy, LLC, EDD Secretary-Treasurer

# Peninsula Town Center: A Catalyst For Redevelopment

by Amy B. Jordan, Redevelopment Manager, Hampton, VA

There is an emerging definition of blight that is being applied in communities resulting in a strategy which repositions underutilized, inappropriate and obsolete land uses to facilitate revitalization. In an urban built-out city, such a strategy must take precedence to disrupt a descending spiral of disinvestment that often occurs with underperforming properties. This strategy must be holistic by taking a comprehensive approach to promote both physical revitalization and financial reinvestment in distressed areas. The redevelopment of the Coliseum Mall into Peninsula Town Center embraced this strategy and is now serving as a model for future redevelopment in the Hampton Roads region of Virginia.

## Growth and Metamorphosis

Hampton, Virginia, a mid-size coastal city located in the heart of the Hampton Roads region, shares a rich history as one of the oldest cities in America. But like many urban communities, it had become a city on the margin. Post-war growth, the development and expansion of the interstate system and local government annexation and consolidation had set the tone for significant suburban development through the last half

of the twentieth century. In 1973, during this prosperous period of growth, the Coliseum Mall opened its doors as the largest private investment to have occurred in Hampton. It boasted over 700,000 sq ft and, through several expansions, eventually encompassed over 1 million sq ft of retail space. Several other retail and commercial investments continued to arise around the mall, all situated in close proximity to the 10,000 seat Hampton Coliseum and the 344,000 sq ft Hampton Roads Convention Center. The growth in this area ultimately contributed to the formation of the Coliseum Central Business Improvement District (CCBID).

Nearly three square miles in size, the CCBID is one of the largest business improvement districts in the nation. It is centrally located in Hampton Roads at the convergence of the region's interstate loop system. The success of this commercial district has been critical to Hampton's economic base. It has historically served as one of the major regional shopping districts and gener-

*(continued on page 7)*



Above: Aerial shot of the former Coliseum Mall (photo courtesy of City of Hampton). At right: the Site Plan (photo courtesy of Peninsula Town Center).



PENINSULA TOWN CENTER, CONT. FROM P. 6

ates a significant proportion of taxes for the city. The Coliseum Mall was one of the most powerful contributors to its success.

More than 30 years after its construction, the mall sat surrounded by strip centers, small offices, and retail outparcels. As a retail property, the physical configuration was inwardly focused and obsolete, having no real connection to the surrounding community. With increased vacancies and declining investment, the City of Hampton, working in partnership with the CCBID and surrounding neighborhoods, developed the 2004 Coliseum Central Master Plan which recommended

Photos by Anthony Prattler



fundamental change to the property by creating appropriately scaled urban blocks supporting mixed-use pedestrian-oriented development. This commitment by the City of Hampton to reinvigorate its aging business district motivated New York based Mall Properties, Inc. to partner with Steiner + Associates of Columbus, OH, transforming the 75-acre site from a deteriorating enclosed shopping mall into a vibrant mixed-use town center serving as a regional destination.

### Quality and Transferability

In order to successfully proceed with redevelopment, significant public-private partnerships were formed. The Hampton Redevelopment and Housing Authority adopted a Conservation Plan for this site which served as the foundation for the project’s master plan. Subsequently, the city enacted an ordinance for the creation of a Community Development Authority (CDA) and the issuance of \$93 million in CDA Bonds, the largest of its size created in Virginia, which helped defray the cost for major infrastructure improvements such as utilities, streets, parks, and a parking garage.

A multifaceted approach with phased demolition



and construction also contributed to this redevelopment’s success. This allowed the project to continue to be income-producing throughout its redevelopment while easing the transition for certain tenants which were able to remain operational while new spaces were built. Ultimately, the redevelopment needed considerable coordination, so a project implementation team was created comprising of city staff and developer repre-

**With a focus on improved public spaces and responsiveness to lifestyle needs, the social and customer centric design has implemented a formula for successful town center development.**

sentatives to coordinate the design, construction, and tenant build-outs. The city removed an obsolete flyover and performed road and streetscape improvements adjacent to the project. Several environmental and infrastructure challenges were overcome by the developer including the replacement of contaminated soils. Major public drainage lines running through the site had to remain operational and all of the utilities had to be rerouted into the newly proposed right-of-ways.

Architectural details, materials, and colors were incorporated to reflect local culture. Both hardscape and landscape were selected and designed to be sustainable, durable, and to provide visibility and visual interest. The development was planned with buildings and blocks that can be adaptively reused to respond to the changing needs of the community. The project is part of a zoning overlay district for the Coliseum Central area prescribing material and design standards of a high quality for all building and other structural improvements,

*(continued on page 8)*

PENINSULA TOWN CENTER, CONT. FROM P. 7

yet the developer committed to go far beyond the minimum standard raising the bar for future development in the area. Place-making takes precedence through the amenities incorporated into the social spaces and sustainable design. Where streets terminate, key architectural elements are designed to project from the buildings to make a visual impact and provide a sense of place. To continue this high attention to detail for entering tenants, the project implementation team developed a tenant coordination handbook and adopted a comprehensive sign package for the development.

With a focus on improved public spaces and responsiveness to lifestyle needs, the social and customer centric design has implemented a formula for successful town center development.

Two public parks, each with distinctive character strategically designed to triangulate personal interaction, serve as the anchors for outdoor

dining, community gatherings, performances, and various activities. Streets, which bear names from 400 years of Hampton history, are interconnected internally and externally to the surrounding community promoting pedestrian and vehicular connectivity.



Photos by Anthony Prater



Images of Peninsula Town Center.

Class A office space, 158 residential units, two green roofs, garage parking, and the addition of 10 acres of new green space. This development is now integrated into the fabric of the community and strategically planned for phased expansion. The project has truly emerged into a location for guests to live, work, shop, and play and has served as a catalyst for the transformation of the urban landscape in Hampton. ■

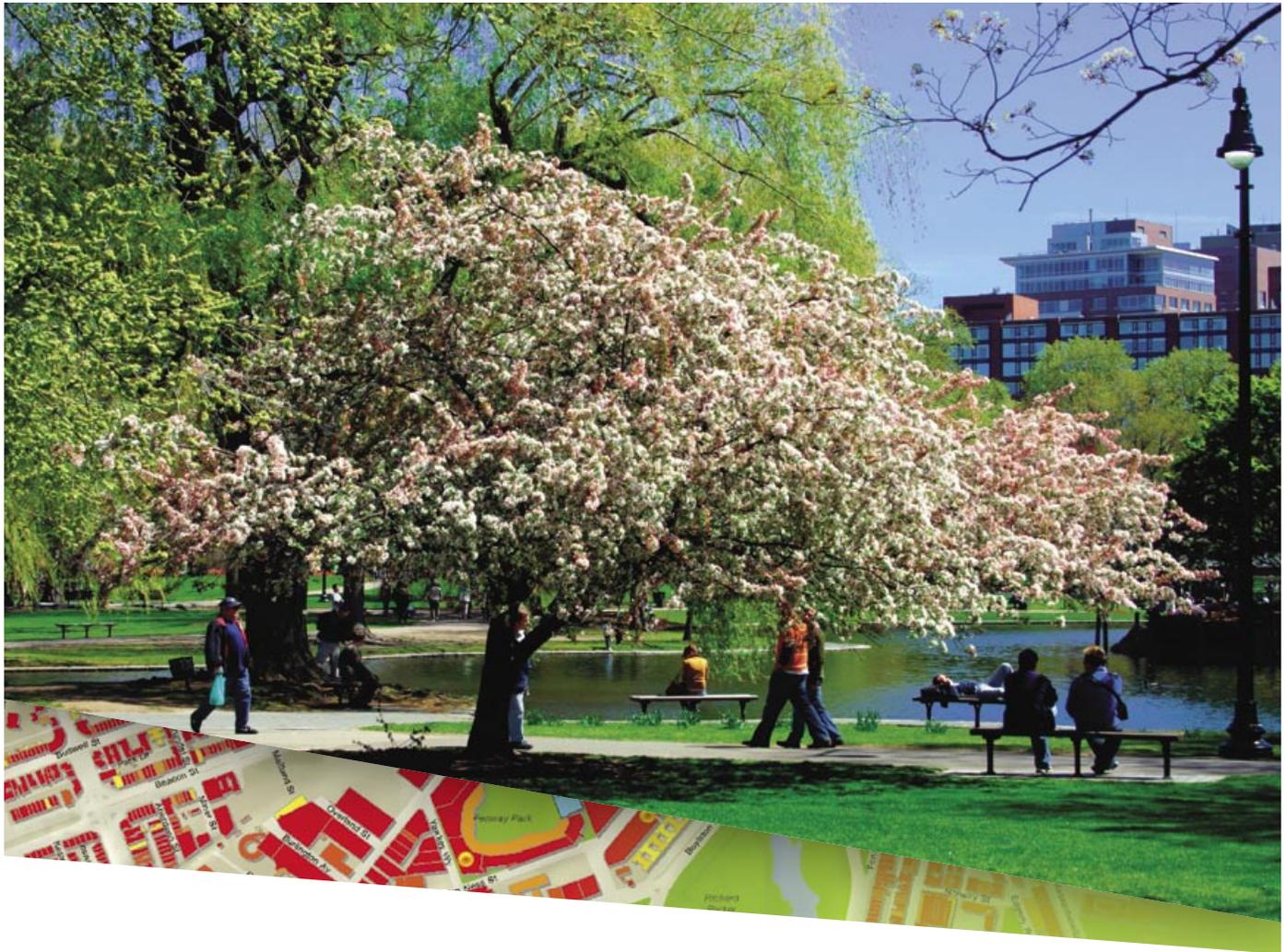
**The Peninsula Town Center**

The Peninsula Town Center has now become a model for economic development in Hampton and a prototype for future redevelopment projects across the country. Since its official grand opening in March 2010, the town center quickly earned distinction as an economic generator for the Hampton Roads region providing approximately 2,400 new jobs and significantly increasing the taxable sales base in Hampton.

Attracting approximately 14,000 visitors a day, this \$300 million investment encompasses 1.1 million sq ft of mixed-uses including retail, dining, entertainment,



Green Roof (photo courtesy of Peninsula Town Center)



## Smart Now, Sustainable Forever

Esri® Technology gives you the power to plan your future. With mapping, modeling, and data analysis solutions, Esri has the complete platform to start your smart community today for a sustainable tomorrow.

Learn more at [esri.com/newsviews](http://esri.com/newsviews)



Copyright © 2011 Esri. All rights reserved.

# Irvine Business Complex Vision Plan

by Bill Jacobs, AICP, Principal Planner, City of Irvine Community Development Department

The Irvine Business Complex IBC Residential/Mixed-Use Vision Plan and Overlay Zoning Code development standards (“the Vision Plan project”) have been developed to facilitate the continued evolution of the IBC from a primarily office and industrial center into a fully mixed-use business and residential community. The IBC Vision Plan, adopted as a new element in the City’s General Plan, represents policy direction to create both a neighborhood and economic growth framework for the IBC. A companion overlay zone and related code amendments create development standards for new residential and mixed-use development to ensure proper integration of these uses into the planned neighborhood framework.

The Vision Plan serves as a model for sustainable planning by incorporating specific, implementable provisions for mixed-use development in the IBC. Through the innovative use of flexible land uses within existing intensity limits, the Vision Plan allows for a greater variety of complimentary uses to create a mixed use neighborhood. To ensure a consistent standard of residential design quality throughout the IBC, the Vision Plan also includes a set of design criteria applicable to new residential/ mixed-use projects in the IBC. The criteria are intended to ensure that the design of each residential/mixed-use development remains consistent with the principles established within the Vision Plan and encourage a pedestrian scale of development for the IBC area. Examples of these design criteria include: building articulation, varying rooflines, and setbacks.

The addition of the IBC i-shuttle improves internal circulation within the IBC, providing access to current and future residents and businesses. The Vision Plan contributes to the triple bottom line of “people, planet,

and profit,” by promoting additional residential opportunities within a major employment area, incorporating zoning code requirements to promote environmentally-friendly development and reduce greenhouse gas emissions, and by allowing for a wider range of land uses and reducing fees for new development to promote economic development within the IBC.

The IBC Vision Plan project facilitates economic development and economic development planning by encouraging more housing units in the same area as one of the City of Irvine’s two major job centers. The 2,800-acre IBC contains nearly 4,500 businesses and nearly 90,000 jobs, making it the largest employment center in Orange County. The Vision Plan allows for a total of 15,000 high density units within the IBC, generating a population of almost 19,500 residents. This additional population will encourage more retail growth within the IBC, which will also support existing office and industrial uses. The concentration of these activities in one area will further facilitate infill of underutilized properties in the area.

With over 5,000 residential units and over 1.3 million square feet of retail uses already in place, the IBC has evolved into a very successful mixed-use neighborhood in what was once a traditional industrial and office-oriented area. Currently, up to 40 percent of residents who live in the IBC also work in the IBC.

*(continued on page 11)*

## HONORABLE MENTION

### 2011 Donald E. Hunter Excellence in Economic Development Planning Award



IRVINE BUSINESS COMPLEX BUSINESS PLAN, CONT. FROM P. 10



This high percentage of “live place/work place” residents within the IBC allows for decreased traffic on the regional roadway and freeway system, opportunities for greater pedestrian mobility, and additional neighborhood-serving retail uses to serve the mixed-use community to a much greater extent than in a traditional auto-oriented, single-use area. Implementation of the Vision Plan is the next logical step in the planning process for this area, building upon the existing mixed-use environment by creating a means for orderly redevelopment in the area.

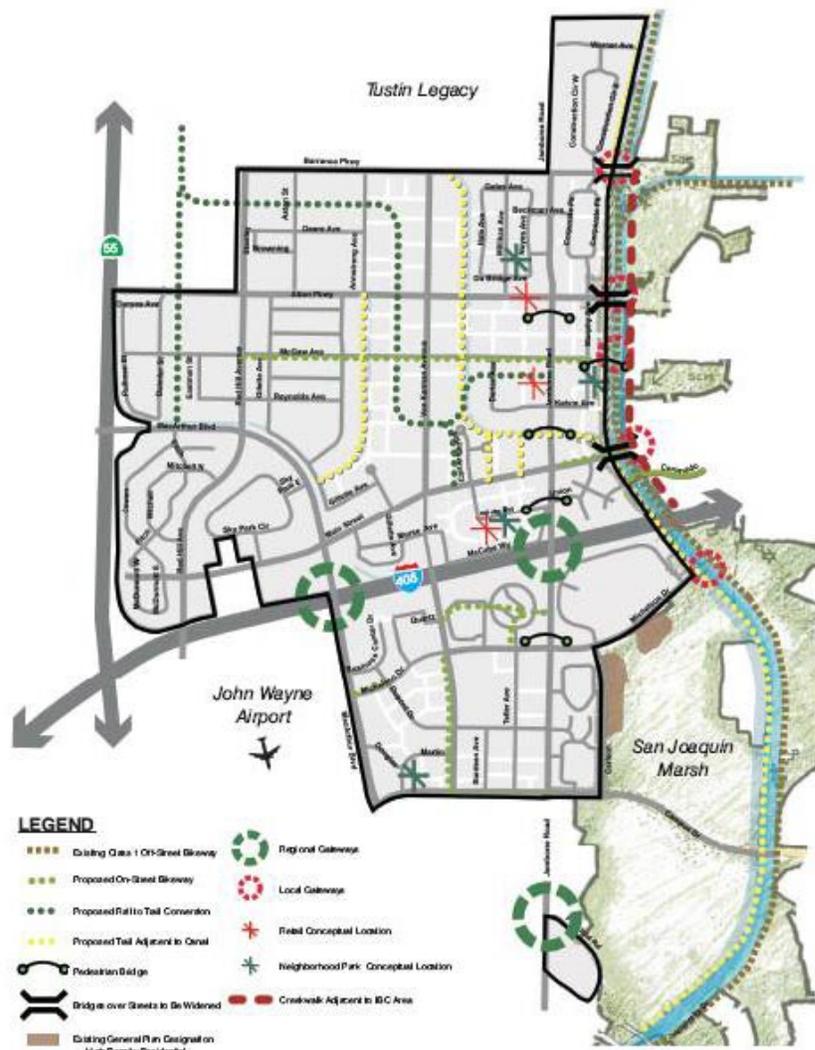
Without the Vision Plan in place, no comprehensive mechanism would exist to properly plan for additional residential development in the area, which would also hinder the development of additional retail uses to serve the existing IBC uses. Without implementation of the Vision Plan, individual General Plan Amendments and Zone Changes would still be required, a process that the Vision Plan has been designed to avoid.

The Vision Plan project expands residential land use options while maintaining all existing non-residential development rights and entitlements for property owners pursuant to the underlying zoning designations. The Vision Plan accomplishes this by establishing an overlay district that gives property owners an additional option to develop residential units as an alternative to, or in conjunction with, their existing development rights. The overlay district, defined as an “Overlay Zone” in the Zoning Ordinance, will permit new residential development within most areas of the IBC where residential development has

traditionally occurred. The overlay district provides the flexibility to develop residential units in the areas covered by the overlay. Units are not assigned to specific parcels, rather they are tracked by the City, and may be used by developers on a first come, first-served basis until the cap is reached. For property owners that choose to develop residential units, a simple conditional use permit process is required.

Even with the additional residential development projected as part of the IBC Vision Plan, the IBC will remain the largest employment center in Orange County with over 13 million square feet of industrial development, 33 million square feet of office development, and 1.7 million square feet of retail projected at build out, in addition to 3,478 hotel rooms and 15,000 residential units. With this range of uses, the Vision Plan will create a positive economic impact by bringing more

*(continued on page 12)*



IRVINE BUSINESS COMPLEX BUSINESS PLAN, CONT. FROM P. 11

residents and neighborhood-serving uses into the area.

Furthermore, the greatest threat to continued growth of the Orange County business community, as emphasized by the Orange County Business Council, is considered to be the lack of workforce housing available to all the new employees that growing businesses need. The inclusion of a significant residential community within the IBC will be one of the most important actions the City of Irvine can take to support and sustain the City's role as this sub-region's pre-eminent employment center.

The Vision Plan also includes a program of improvements and enhancements to IBC transportation and neighborhood infrastructure to implement a neighborhood framework for orderly development in the IBC. The fees to implement the Vision Plan represent a nearly 50 percent reduction from existing fees, including a 75 percent reduction in transportation fees alone, due to the reduced need for transportation infrastructure as a result of the mixed use development. The Orange County Chapter of the Building Industry Association indicated that this measure was a strong economic development incentive for the area.

The IBC Vision Plan project recognizes the range of uses occurring within the IBC area including active office, retail, industrial, and residential uses sharing the same general area. It also recognizes that there is a potential for incompatibility between these uses. A goal of the Vision Plan is to protect existing businesses. Provisions of the overlay zoning code address this issue by outlining criteria for analysis of land use compatibility for residential development in areas normally occupied

by industrial users. Such issues of potential incompatibility include: noise, odors, storage of hazardous materials, and localized truck-traffic items that are normally not evaluated at a program-level EIR. The code requires that applicants for residential development provide current data on these issues in the surrounding neighborhood so that staff can

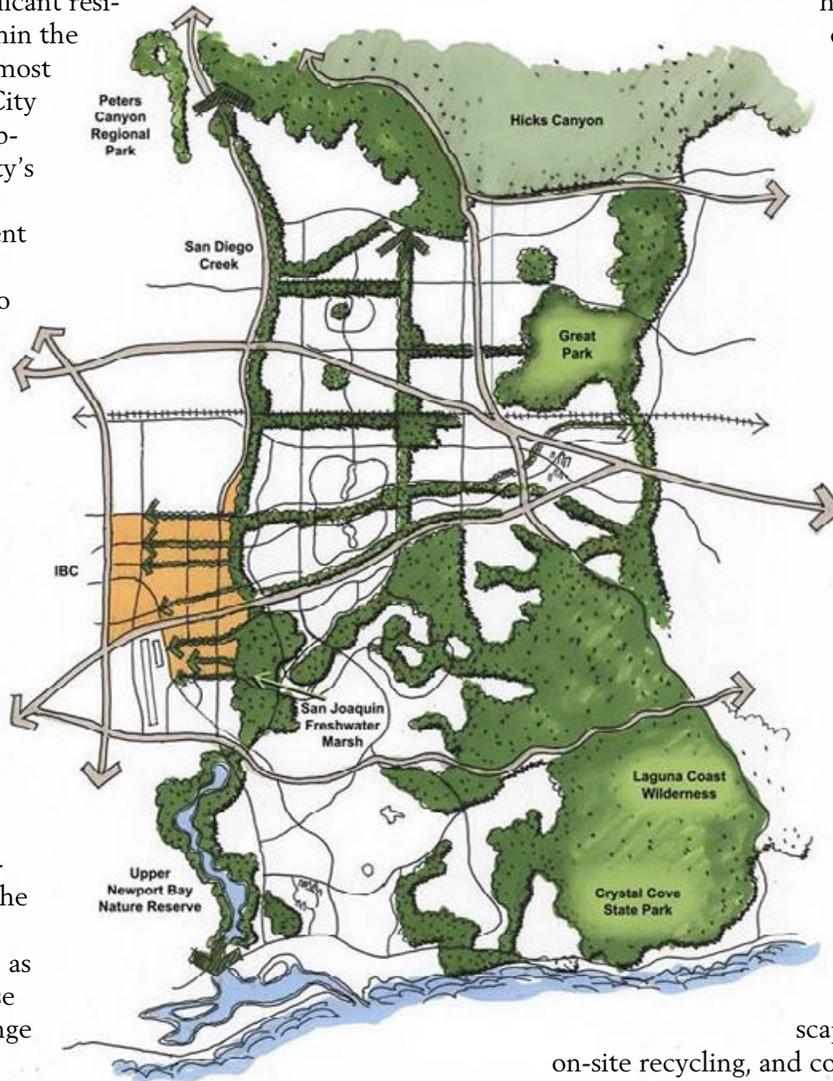
evaluate overall project compatibility and/or identify project design features to avoid land use compatibility issues.

The Environmental Impact Report certified for the Vision Plan identified a number of mitigation measures to reduce impacts from greenhouse gas emissions. The inclusion of mixed-use provisions and additional mitigation as zoning code requirements has provided for a 41 percent decrease in overall greenhouse gas emissions. The additional zoning ordinance amendments include specific requirements for sustainable land-

scaping, low-flow fixtures, on-site recycling, and construction recycling.

The Vision Plan was developed over a six-year planning process involving extensive outreach with stakeholders and decision-makers. The idea of a creating sustainable, mixed-use community that allowed for flexibility of uses while promoting neighborhood compatibility was paramount throughout the process. The City Council unanimously approved the project in July 2010, after hearing extensive testimony of support, and no opposition, from project stakeholders. ■

Bill Jacobs, AICP, can be reached at [bjacobs@ci.irvine.ca.us](mailto:bjacobs@ci.irvine.ca.us) or (949) 724-6521.



# Marana Economic Roadmap

by Josh Wright

Determining the real meaning of the term “economic development” in a troubled economy can be challenging. Everyone in the community wants more of it, but few can articulate how that thought translates into a plan of action.

Such was the case in Marana, Ariz., which had benefitted from several years of growth in the manufacturing and high-technology sectors despite having no formal plan of action for economic development and little interaction with its major employers. The local government didn’t even have an economic development department or staff, despite a population of nearly 35,000 and recent major successes, including the opening of the Ritz-Carlton, Dove Mountain resort in 2009.

That same year, the Town of Marana embarked on a new approach to economic development, taking advantage of a lull in new construction activity to plan smartly for a strong rebound. Preparation for the plan took nearly a year, beginning in 2008 with the selection of Partners for Strategic Action (PSA) — a strategic planning and facilitation firm headquartered in Fountain Hills, Ariz. — raising capital and assembling a 22-member technical advisory committee representing 14 local and regional organizations.

The plan, called the Marana Economic Roadmap, used a unique combination of research and visioning to craft an action strategy for Marana’s economic development efforts. Leveraging partnerships with educational providers and regional economic development agencies, the committee formed a complete picture of Marana’s existing economic climate to use in making sound decisions about the community’s future.

After eight months of meetings, the committee wrapped up its work and initiated a two-month public comment period that featured a combination of open

houses, internet-based outreach and community presentations to solicit feedback. This feedback was translated into useable data and inserted, as appropriate, into the final plan. The final Roadmap document was approved by the Marana Town Council on March 2, 2010.

The Roadmap is especially innovative because of its direct applicability to land-use and planning decisions as well as economic development strategy. The plan’s three sections — Target Industries, Economic Activity Centers, and Focus Areas — speak to the diversity of the

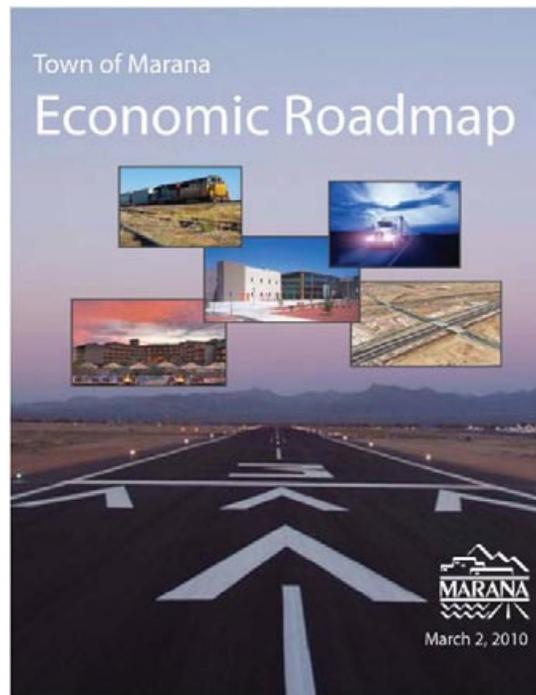
## HONORABLE MENTION

### 2011 Donald E. Hunter Excellence in Economic Development Planning Award

committee and community in making the plan functional for private and public sector needs. Also interesting is the plan’s focus on existing regional employers and industries and the fact that it contains little reference to attracting retail as a form of economic development, despite Marana’s lack of a property tax and heavy reliance on sales tax to provide funding for government services. The decision to structure the plan in this fashion came from a committee realization that Marana’s plan needed to stand out from those of other economic development organizations across the country, most of whom are competing for the same types of projects: aerospace and defense, bioscience, solar and environmental manufacturing, and other high-technology employers in steady markets with high wages.

Rather than use limited resources trying to attract a new “mega-employer” to the community, the Roadmap directs Marana leaders to

*(continued on page 14)*



Marana is the centerpiece of the Sonoran Desert experience, where fun and progress meet.

MARANA ECONOMIC ROADMAP, CONT. FROM P. 13

work with existing area industries on supply chain solutions and providing an environment that fosters their growth. The identification of this strategy, called Regional Industry Cluster Support in the plan, proved to be a turning point in the document’s development.

While completion of the Roadmap was an achievement in itself, its first practical test came sooner than expected. Midway through the committee process, Sargent Aerospace & Defense, Marana’s largest manufacturer since its relocation from California in 1990, quietly announced its intention to consolidate several of its facilities across the globe. Effectively, this meant that one community would win the consolidation project in the form of a major facility expansion, while another could potentially lose its entire local operation and the quality jobs that go along with it.

As Sargent’s world headquarters, Marana leaders were quick to act and used the Roadmap’s principles and strategies as a foundation in aggressively negotiating for Sargent to remain and grow in the community. Spurred by Sargent’s announcement and wanting to immediately produce results from the Roadmap, the Town adopted its first financial incentive program for high-wage jobs, reinvented portions of its development review process and engaged other private sector partners in an effort to keep the company in Marana. The negotiations lasted nearly a year, with Sargent making its decision in June 2010.

In the end, Marana was successful in its efforts, beating out communities in Arizona, California, Indiana and Quebec, Canada. Sargent’s eye-catching new facilities are under construction directly south of its corporate

headquarters and include approximately 71,000 square feet of office and manufacturing space. The project is slated to open this May.

Beyond Sargent, the Roadmap has paid other dividends during its first year. Responding to direction contained in the plan and employers’ concerns about their ability to recruit a top-notch workforce, Marana recently began an initiative with The University of Arizona to facilitate internships, job placement and even research and technology transfer partnerships with some of its largest high-technology companies.

It’s a similar story in another of the plan’s target industries, “tourism and the visitor experience.” For a community that has never had a coordinated tourism strategy or program, Marana has made tremendous headway in the last six months, including entering into a partnership with neighboring community Oro Valley and Arizona State University, which devoted a class of 42 undergraduate students to producing a tourism assessment and

recommendations this spring semester. The two towns are working together on new tourism marketing materials and strategies.

The Marana Economic Roadmap is a dynamic document that will undergo updates every few years to review progress and determine how the community has changed and should respond to new challenges. Marana is committed to this concept and has made the plan a part of its corporate culture.

The Roadmap is a shining example of how, even in a challenging economic climate in a community with little economic development experience, a strong planning effort can collaboratively, and quickly, produce outstanding results. ■

*The Marana Economic Roadmap is a dynamic document that will undergo updates every few years to review progress and determine how the community has changed and should respond to new challenges.*



*Josh Wright is Director of Strategic Initiatives, Town of Marana, Arizona. He can be reached at [jwright@marana.com](mailto:jwright@marana.com).*

# Urban Retail: Inside, Outside, and All Around

by Jill Griffin, Arlington Economic Development

Vibrant. Busy. Loud. Colorful. Fun. Messy. Adjectives often used to describe successful urban retail. This retail is an important component of a healthy community. It makes for an exciting and enlivened pedestrian environment which meets the needs of the community — people that live, work, stay and play in the area. But how do you define urban retail? Actually, it might best be defined by what it is not: Urban retail is not strip shopping centers, community shopping centers or malls. Rather, urban retail is clusters of stores, offering neighborhood goods and services, accessible by surrounding residential areas within walking distance and often drawing from a wider market area.

Recent census numbers indicate that people are moving to places that had higher density levels as of 2000, responding to the productivity advantages associated with proximity to other people (Glaeser, 2011). Recognizing this continued growth of population in urban areas, trendwatching.com, a consumer trends firm, coined the term “citysumers” as “urbanites...who are ever more demanding, more open-minded, but also more proud, more connected, more spontaneous and more try-out-prone, eagerly snapping up a whole host of new urban goods, services, experiences, campaigns and conversations” in its February 2011 Trend Briefing. With increasing populations, metropolitan areas require associated infrastructure and urban retail is a key piece to meet the growing needs of the citysumer.

Urban retail options continue to expand and getting urban retail right is important to the consumer, to the retailer and to the community. A recent article by ULI highlights the changes that Walmart, Safeway and other grocers are making — incorporating pedestrian-friendly design, smaller formats, and a variety of product type — to fit within the urban fabric.

Arlington, Virginia, located across the Potomac River from Washington, DC, is one such metropolitan area which has seen increased population growth and has managed its infrastructure needs well. In planning and smart growth circles, Arlington is often considered a standard bearer: In fact, Clarendon and Wilson boulevards received the prestigious “Great Places in America: Streets” designation by the American Planning Association. Many elements foster a great street and one crucial part is successful retail. However, recently, a retail task force was convened by the Arlington Economic

Development Commission to address retail in Arlington — specifically urban retail — to address retail policies.

Why? As the retail task force convened, the truly dynamic nature of retail was evident in its conversations. One person aptly exclaimed that “Every time I think that I have retail figured out, it changes.” Arlington’s policies, as many policies are, were static and didn’t capture the changing dynamic of retail. Whereas Arlington’s land use policies have successfully concentrated development along Metro corridors, the “retail everywhere” policy — the requirement for first floor retail in nearly all new development — has inadvertently resulted in producing marginal retail spaces in problematic locations (*Arlington Economic Development Commission, 2009*).

But the “retail everywhere” policy wasn’t the only concern that was voiced. As staff listened to the retail task force, we quickly realized that there was “room for improvement” — changes to that could take Arlington from a good retail environment to a great retail environment. In a research paper, “Room for Improvement: A Supplement to the Retail Task Force Report, ‘Boutiques, Bistros & Banks,’” staff highlighted elements in policies, process and implementation “related to location, signage, storefront design, public realm and parking [which] have hindered the ability of many retail businesses — particularly small, independent stores in Arlington’s urban corridors — to thrive.”

The task force and staff agreed — successful urban retail, defined by the task force as convenient, appealing, activating and sustainable, required updated policies. Numerous policies within Arlington have an influence over retail ranging from specific neighborhood plans to the Zoning Ordinance. Arlington recognizes the evolutionary nature of retail and now has increased awareness and experience about retail to better update its policies on retail. The policies should enhance economic growth for the community and foster an environment in which retailers can be successful. These updates should not be seen as a tightening or loosening of existing rules and regulations: rather, the provision of clarity and direction to best achieve successful retail.

So, how best can Arlington approach such an update? We can start by looking at the policies and how they influence retail from the inside (within a building), the outside (façade, streetscape, signs, etc.) and

(continued on page 16)

URBAN RETAIL, CONT. FROM P. 15

all around (from its location within an urban village or neighborhood to its location within county and within the region).

## ■ Inside

Walls, floors and ceilings combine to create a space but the use within distinguishes that space. Appropriate definitions for uses envisioned on the ground floor of buildings are paramount in creating the clarity and direction for successful and sustainable retail.

### Uses

Retail should be defined within a Zoning Ordinance to allow certainty for residents, developers and tenants but with enough flexibility to allow a Zoning Administrator the latitude to reflect upon the dynamic nature of retail. Surprisingly, there is no definition of retail within Arlington's policy documents. In addition to the definition of retail, other categories of uses which activate the street should be included and defined succinctly in a Zoning Ordinance. These broader definitions, rather than an extensive listing of specific uses — some of which will become archaic over time, will allow a Zoning Ordinance to remain current.

### Category of use

Policy updates need to address not only the definitions but the type of defined use. The use within the space can be placed into one of four categories: permanent, substitute, temporary and interim. Each category has differing nuances ranging from types of expected uses to building codes to timing and performance requirements.

Permanent uses are those uses which would typically be defined as standard ground floor uses. Definitions would provide for:

- Retail — a space in which you can purchase an article to own
- Restaurants and food establishments
- Services — a space in which personal (e.g., hair salon) or business (e.g., copy center) services
- Cultural — a space in which cultural events or items are displayed or sold (e.g., theaters, galleries)

Substitute uses may offer performance characteristics similar to retail in terms of interest and street activation. Specific substitute uses may include: child care centers, conference facilities, schools and other educational centers.

**Temporary uses** — while the space is in transition (for example between leases) — could include pop-

up stores, galleries, art installations, a sales office or other special events. Criteria should be established to guide the amount of time for such a use, set forth parking requirements, and ensure compliance with all County codes.

**Interim uses** fall into two categories: after approval & demolition but before construction; and before changes to the area and the need for retail. Uses such as open space, vending areas or event or market staging could enliven an area after buildings have been removed but construction is not imminent. Substitute uses, as described above, or even certain residential uses may be appropriate in a project for a period of time until the area redevelops and the demand for retail is strong. However, similar to temporary uses, criteria should be established to address appropriate timing, the construction of the space, parking requirements and an appropriate trigger for the change to a permanent use.

### Design

In addition to the use within the space, the space needs to be designed appropriately for retail. Ample floor-to-ceiling heights, access to service corridors for loading and trash removal, and exhaust ventilation are all needs of successful retail. As projects are developed, attention to these internal elements of retail is necessary. Often height limitations within older zoning ordinances, especially if specified as number of feet rather than number of stories, were not written to account for the taller floor-to-ceiling heights now desired for retail. Additional costs and density which may be attributed to exhaust ventilation could be overcome in how gross floor area is calculated. Updates to zoning ordinances should consider such elements to encourage best practices in the construction of retail space.

*(continued on page 17)*

PROGRESSIVE URBAN  
MANAGEMENT ASSOCIATES



P.U.M.A.

STRATEGIC  
PROBLEM SOLVING  
FOR DOWNTOWNS  
AND COMMUNITIES

- Market-based planning
- Organizational development
- Business improvement districts

WWW.PUMAWORLHDHQ.COM

URBAN RETAIL, CONT. FROM P. 16



*Façade of Hudson Trail Outfitters Pentagon Row Shopping Center, Arlington, VA*

## ■ Outside

As much as the use inside helps to define a space, the exterior of the space provides the public interface. In creating a pedestrian friendly environment, particularly one with successful retail, the retail needs to look like retail. To accomplish this end, as retail changes — storefronts, signs, the face of the space — the outside needs to change. The outside needs to reflect the inside — retail shops are judged by their cover. Three policy elements — the design process, the sign ordinance and right-of-way regulations — have much influence over the outside of the space. These policies, as well as others which contribute to the exterior of the space, require review.

### Design Process

Often approvals for buildings — both use and design — require legislative actions and are done in advance of construction and well in advance of any potential retail tenant. Therefore, changes to the approved façades require similar legislative action. The time and costs involved with such a change doesn't provide the flexibility to address the dynamic character of retail.

However, administrative rather than legislative review of storefronts would allow merchants to remain nimble — to catch the changes in the retail environment. Instead of explicit approval of the actual façade, the legislative authority can set forth criteria for the façade including, but not limited to:

- Materials — ensure that high quality materials (glass, masonry, wood and metal) and finishes are used in the construction of the storefront.
- General character — although we want to encourage individuality within each storefront, the design should consider the façades of the building above and adjacent storefronts.
- Fenestration — successful retail needs to be appealing and activating. The treatment of windows and doors are important in making retail look like retail. Windows should be the predominant feature of the storefront and clear, rather than tinted, glass should be used.

- Transparency — in addition to having appropriate windows and doors, pedestrians walking along the street should be able to see into the space — see the merchandise or services being offered — and become potential customers. Windows should remain clear without signs or backs of display cases obstructing views into the space.

### Signs

Can a retailer have too many signs? Signs are important as they can catch a potential customer's eye; provide information to potential customers; and help direct to shops that may not be on the main street. A sign can assist in a retailer's success.

Arlington is in a process of updating its Zoning Ordinance and, in recognizing the importance of signs to the community, the first section under review is signs. Arlington's definition of a sign is very broad and includes all things — either inside or outside of the space — visible from the outside, in order to identify and locate the use to persons located outdoors. Signs, therefore, include everything from a standard sign to certain lighting to balloons. How communities define signs is very important to retailers.

Too often development projects, in an effort to maintain uniformity, craft a comprehensive sign plan — a plan detailing all of the sign types, general place-

*(continued on page 18)*

URBAN RETAIL, CONT. FROM P. 17

ment and overall square footage for the project — prior to signing leases with retailers. As identified in “Room for Improvement,” a comprehensive sign plan submitted by developers result in prescriptive and sometimes monotonous storefront signs. Retailers should be encouraged to express their store’s “personality” in the storefront design and signs. Developers and building owners should take care when designing a comprehensive sign plan to ensure appropriate flexibility to all retailers.

In addition to signs on the building, wayfinding signs — directing customers down a side street — may be appropriate. As an example, the City of Alexandria has been piloting a retail wayfinding program for several years. The program, started in 2008, permits restaurateurs and retailers to apply for, construct and maintain an a-frame sign for their businesses which are located on the side streets within the central business district. The program, which sets forth specific standards and details for sign construction and placement, has been a success for businesses and visitors alike. The city plans to adopt an ordinance in June 2011 to have the pilot program become a permanent program.

Not only do the stores and restaurants need signs to advertise once in the space but building owners and retail brokers need signs to advertise space available and

to let people know what’s coming into the space. Finding the right space in the right place which is the right size and the right price can make or break the success of a retail business. Seeing available spaces helps a future retailer better understand the market and learn of the various properties available. Advertising the next new thing can create a buzz — and help the future store or restaurant when it opens its doors for the first time.

### Public Realm

Items and uses within the public realm keep expanding: street trees to street furniture to vending carts to pedestrian pathways. It is space that allows for multiple interactions simultaneously. Jim Peters, Executive Director of Responsible Hospitality Institute, refers to this space as a venue for social and cultural functions. In certain areas — often the “in-between” areas — these interactions don’t need to be as robust. However, in areas in which there is a defined center of activity — perhaps envisioned as the “living room of the community” — retail needs to be a key component and needs to work. The space becomes a permeable edge of commerce.

Outdoor cafes, merchandise displays and signs can add color and vibrancy to the streetscape. Providing an  
*(continued on page 19)*



Outdoor seating in Clarendon – Arlington, VA

URBAN RETAIL, CONT. FROM P. 18

easy and understandable process for the placement of tables, chairs, merchandise or signs is important. Ensuring safe and convenient access with ample sidewalk widths is imperative.

Street trees provide welcome shade, can provide for better storm water management practices, and enhance the environment. However, trees should be selected with care and be limbed carefully to ensure that signs and storefronts are not obscured.

Balance is critical. Moving forward, jurisdictions need to balance rules and regulations with the organic nature of retail. All users and uses can be accommodated through careful consideration and planning. Elements of the public realm should be complementary uses and not competing uses.

## ■ All Around

The location of retail is paramount. Retail will not go where it doesn't want to go. Or, as a corollary, retail will not be successful in places it should not be. Retail does not need to be in all places — residential and office can encourage, through appropriate design, the interaction of people throughout the day in an enjoyable pedestrian environment. To have successful and sustainable retail, we need to be cognizant of appropriate retail locations.

How retail comes to exist is often a litmus test as to its success. Retail can evolve organically over time — changing locations and types as community's demographics and needs change. Retail can be planned — space can be designed to accommodate retail as a community is envisioned to grow with redevelopment. Such space could be used for the interim uses or substitute uses as described above in "Inside." Retail can also be required. And, if retail is required in a location that isn't ready for retail, success, if any, will be fleeting.

Different areas have different needs. For example, Arlington's urban villages — walkable, mixed-use neighborhoods located along the Metro rail system or with planned transit and transit hubs — each have different characters and purposes which weren't specifically defined or planned. There are several key components necessary for the success and livability in each urban village: one is retail. Residents of each urban village should have access to all conventional neighborhood retail & service uses within walking distance and, importantly, must have a full size grocery store. That said, these retailers, restaurateurs and grocers need customers from a larger trade area to ensure continued success.

Commercial streets and the neighborhood nodes also provide retail to a community. These commercial nodes and strips change over time as densities and travel

patterns shift. However, these places are still important to communities and to retailers as rents may be less expensive while pedestrian and vehicular traffic remain steady — less than the urban retail but consistent. The space can offer new entrepreneurs an opportunity to go into a brick and mortar storefront to build confidence, customers and credit. Urban villages and the commercial streets and nodes have differing needs and users: they require different rules and regulations ranging from the types of signs to parking to seating and live entertainment.

In addition to the standard brick and mortar storefronts, many urban areas have seen an increase in vending carts and trucks — an element of retail which I recently heard referred to as "streetail." Streetail — although sometimes seen as a temporary or interim use — can quickly relocate to where the customer base is located, enliven spaces and provide variety and convenience to customers. Streetail exemplifies the dynamic tendencies of retail — ever changing, evolving and moving.

While not the only approach, thinking about retail from the inside, outside and all around is a systematic way to address policies, rules and regulations pertaining to retail. ■

## Resources

- Arlington Economic Development Commission. 2009. *Boutiques, Bistros & Banks — Recommendations for Successful Retail in Arlington*. Arlington, VA.
- Glaeser, Edward L. 2011. "Which Places are Growing? Seven Notable Trends from Newly Released Census Data." Rappaport Institute/Taubman Center Policy Brief. Harvard University, Boston, MA.
- Gordon, Jennie. 2010. *Room for Improvement: A Supplement to the Retail Task Force Report, "Boutiques, Bistros & Banks."* [White Paper]. Retrieved from [www.arlingtonvirginiausa.com/docs/Room\\_for\\_Improvement031610.pdf](http://www.arlingtonvirginiausa.com/docs/Room_for_Improvement031610.pdf)
- Newberg, Sam. 2011. "The Rush to Build Walkable Urban Grocery Stores." *Urban Land Magazine*. ULI. Retrieved from <http://urbanland.uli.org/Articles/2011/Mar/NewbergGrocery>
- Peters, Jim. 2011. "Street as Venue." Presentation and PowerPoint for the Sociable City 101 Seminar. Responsible Hospitality Institute, Santa Cruz, CA.

*Jill Griffin is a Commercial Development Specialist for Arlington Economic Development in Arlington, Virginia. Prior to joining Arlington Economic Development, she worked as a senior planner for the Department of Community Planning, Housing and Development in Arlington, Virginia. She has also worked for the Town of Ashland, Virginia and the Richmond Regional Planning District Commission in Virginia. Ms. Griffin has a Bachelor of Arts in Environmental Sciences and a Masters in Urban and Regional Planning from the University of Virginia. She can be reached at [jmgriffin@arlingtonva.us](mailto:jmgriffin@arlingtonva.us).*

## 20 GRAND THOUGHTS FOR ECONOMIC SUSTAINABILITY IN ARLINGTON

*The following twenty thoughts have been identified as a framework for engaging the Arlington, Virginia community in a discussion about economic sustainability. While these thoughts have been developed with Arlington in mind, their use may be applicable in other communities.*

- The Real Business of Green:** Understand that economic sustainability is not the same as “green business”. Opportunities are where “green” and business intersect.
- Keep it Local:** Value local businesses which generate more economic activity and are vested in and reflective of the community.
- Everything Counts:** Include the consideration of social and environmental factors in the calculation of profit.
- Measure What Really Matters:** Benchmark and track measures that reflect the community’s values.
- Dynamic Diversity:** Welcome the constant flow of diverse people and ideas as a competitive strength.
- Talent Town:** Provide amenities and a cultural climate that attract a creative, talented, and innovative workforce.
- Don’t Worry...Be Happy:** Maximize individual productivity. Promote health and well-being.
- Everybody Contributes to Innovation:** Encourage a culture that welcomes innovation from all.
- Not-So-Strange Bedfellows:** Acknowledge that business and government share responsibility for long-term success.
- Good Bones:** Invest in infrastructure that supports a high quality of urban life.
- Have a There, There:** Be a place where people want to be, a place worth caring about, and a place that can’t be mistaken for anywhere else.
- The Anchor and the Sail:** Recognize that institutions provide economic stability and are catalysts for innovation.
- What Goes Up Should Stay Up:** Adopt flexible planning and development policies that protect the future value of real estate.
- Stay on Top:** Maintain competitive advantage and be recognized for it.
- Have a Plan B:** Formulate contingency plans and operational strategies in case of disruption.
- The Jetsons’ 9-5:** Prepare for future forms of collaborative workspace.
- G + P + U = GPU<sup>3</sup>:** Leverage government, private sector, and university alliances for exponential results.
- Technology’s 21st Century Garage:** Promote early adoption of technology and test bed applications. Encourage tinkering and risk-taking.
- Impossible → Improbable → Inevitable:** Nurture innovation because what appears to be impossible ultimately will be inevitable.
- Smart Stays Smart:** Remain an informed community that embraces change. Have responsible conversations.



*To continue this conversation, please contact Cindy Richmond at  
crichmond@arlingtonva.us.*

## Calendar

**September 8** 1:00 p.m.-2:30 p.m. EDT  
 WEBINAR: Economic Development Division — “What Economic Development Planners Should Know about Eco-Industrial Development – Introductory”  
<https://www2.gotomeeting.com/register/139613035>

**September 16** 1:00 p.m.-2:30 p.m. EDT  
 WEBINAR: “Successful Developer RFP Processes: The Do’s and Don’ts”  
<https://www2.gotomeeting.com/register/916192746>



Other upcoming Webinars: [www.utah-apa.org/webcasts](http://www.utah-apa.org/webcasts)

Past EDD Webinars (CM credit NOT available): [www.utah-apa.org/webcast-archive](http://www.utah-apa.org/webcast-archive)

- Sustain Floyd: A Case Study in Rural Economic Sustainability (March 25, 2010)
- Real Estate Development from an Economic Developer’s Perspective (September 10, 2010)
- New Approaches to Integrating Economic Development Planning (November 18, 2010)
- Fiscal Sustainability (December 17, 2010)

### September 18-20

APA Federal Policy & Program Briefing, Washington, D.C., [www.planning.org/policy/briefing/registration.htm](http://www.planning.org/policy/briefing/registration.htm)

### September 18-21

International Economic Development Council’s 2011 Annual Conference: “Connect Locally, Succeed Globally,” Charlotte, NC, [www.iedconline.org/AnnualConference/index.html](http://www.iedconline.org/AnnualConference/index.html)

### October 17-20

43rd Annual Illinois Basic Economic Development Course (IEDC accredited), So. Illinois University Edwardsville, Naperville, IL, <http://bit.ly/pdaRXO>

Look for other APA events at [www.planning.org/calendar](http://www.planning.org/calendar)

## Welcome to Our New Members...

Leslee T. Alexander	Nashville, TN	John T. Garcia III, AICP	Denver, CO	Joseph B. Price, AICP	State College, PA
Dominick J. Ard’is	Tallahassee, FL	Wanzina Jackson	Macon, GA	Darrel Ramsey-Musolf	Madison, WI
Andrew Bailey	Columbus, OH	Matthew Lamothe	Orlando, FL	Miguel A. Rodriguez	Washington, DC
Michael W. Bailey	Peculiar, MO	Daniel Makela	Louisville, KY	Surupa Sen	Grand Prairie, TX
Roberto Becerril	Garden City, KS	Tim Malone	Bristol, CT	Kathryn M. Studwell, AICP	Walnut Creek, CA
Alexis B. Bozzo	Manassas, VA	Karen J. Massey	Healdsburg, CA	Amanda Taylor	Clemson, SC
Stephen Charters	Montreal, QC	Monique H. McDaniels	Columbia, SC	Sirisha Uppalapati	Commerce, MI
Ross A. Conti	Cincinnati, OH	Jill Merriman	Montreal, QC	Jason Valerius, AICP	Madison, WI
David T. Downey	Washington, DC	Edward Ng	Los Angeles, CA	Kelly Violette, AICP	Tomball, TX
Jeremy Earle, AICP	Miami, FL	Jeffrey D. Owen	Alexandria, VA	Robert S. Wetmore	Scotia, NY
Samuel E. Filler	Bedford Hills, NY	Jessica Page	Chicago, IL	Jeremy R. Young	Lancaster, PA
Philip Fletcher	Livingston, MT				

### THANK YOU to the following advertisers for their support of *News & Views*:

	Page
Bay Area Economics..... (510) 547-9380 ..... <a href="http://www.bayareaeconomics.com">www.bayareaeconomics.com</a> .....	3
Development Strategies ..... (314) 421-2800 ..... <a href="http://www.development-strategies.com">www.development-strategies.com</a> .....	2
ESRI..... (888) 603-3207 ..... <a href="http://www.esri.com/newsviews">www.esri.com/newsviews</a> .....	9
Progressive Urban Management Associates..... (303) 628-5554 ..... <a href="http://www.pumaworldhq.com">www.pumaworldhq.com</a> .....	16
TischlerBise..... (800) 424-4318 ..... <a href="http://www.tischlerbise.com">www.tischlerbise.com</a> .....	3