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News & Views, published quarterly, is the newsletter of the Economic Development Division of the American Planning Association.

We welcome articles, letters, suggestions and information regarding workshops and other educational opportunities for economic development professionals. Please forward your submissions by email to our Editor, Shani Porter (address below).

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SUBMIT!

Deadline for the Spring Issue of

NEWS & VIEWS

May 1, 2011

Best of Times, Worst of Times (and Everything in Between)

by W. Paul Farmer, FAICP

Tech was the bubble of the 1990s and housing was the bubble of the 2000s. We know that bubbles don't last, but we are usually having too much fun to plan for the inevitable burst. *New York Times* columnist Paul Krugman might have been the only economist to accurately predict the end of the housing bubble that Alan Greenspan cheerfully denied until long after it had happened. But everyone now knows that we're in a heap of trouble. Recovery is, at best, sputtering, particularly in the entire planning and development industry.

So where does this leave planning firms and planning agencies?

Planners typically advise cities that diversification is the best economic approach, and they follow that advice themselves in regard to their skills. The danger for both agencies and firms in following this advice is that they will spread themselves too thin. The message is, diversify but in a careful way.

Some planning directors made a big mistake when times were good. They embraced permit fees as the primary source of funding for their departments. At the time, of course, it was easier to do this than

(continued on page 5)



Arrested urban renewal in Louisville, Kentucky.

INSIDE THIS ISSUE...



“It is not the strongest of the species that survives, nor the most intelligent, but rather the one most responsive to change.”
 — Charles Darwin

Every day we read about or experience a change to the norm. We often find ourselves questioning these changes as they feel uncomfortable or out of character. As planners we are often those people who initiate change and often find ourselves in the process of encouraging others to “try” that change. Each of us has a responsibility to encourage others to realize that change can be good if we are willing to try for if we never try we will never know the outcome — fear of the unknown or as I like to say “try, try again!”

Inside the Winter edition of *News & Views* you will find an article that will inspire changes to the way

we function as planners in these challenges times. Paul Farmer, the CEO of the American Planning Association, shares his thoughts how we as planners can diversify our skills to make an impact across all types of careers without leaving the planning realm. His article will inspire you to think of the many opportunities you have to be responsive to change, especially when it is so difficult to encourage others to change. Scott Carey, a Tribal Planner for the Pyramid Lake Paiute Tribe, shares the change his community in Nevada is experiencing with the placement of Internet access through a \$7.1 million Recovery Act award for broadband. There is no need for me to reference the word “change” here as it is obvious to all the impact of being connected to 21st-century Internet technology. Responsive, yes. Inspiring — absolutely!

As the host city for our annual APA National Conference, Boston will also showcase its changes over the last several years as we all descend upon this beautiful city to inspire one another through workshops, seminars, luncheons and dinners. I’m certain after the conference that each of you will return to your communities inspired to make changes, build on the changes already occurring in your communities, and encourage others to begin change. Take the opportunity to build on the inspiration you gain from the National Conference. Be intelligent, be responsive, and be the change! ■

— Shani Porter, Editor

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A Challenge from the Editor...

I challenge each of you, on your return home from the National Conference, to put your inspired thoughts into writing. Reflect on the lessons you learned that may help your community. Challenge yourself to share your accomplishments so that others may be inspired by your community’s hard work and efforts. *News & Views* welcomes your articles, and will enable you to reach nearly 1,000 economic development planners nationwide. Please direct submittals of any length to Shani Porter at shani.porter@mckck.edu.

— Shani Porter, Editor

THOUGHTS FROM THE CHAIR



The Monroe County, Illinois, Economic Development Council invited me to be the moderator of a panel of entrepreneurs at its 2011 Annual Forum in February. Moderating is nice work if you can get it. Not much to think about or do, but lots you can learn.

And I got my picture in the paper!

APA is an educational organization, however, so I should tell you what I learned as an economic development planner. First, make sure your community makes way for entrepreneurs. America is full of energetic, creative, problem-solving, customer-caring business leaders. The four people on my panel range in age from about 30 to 65. Yes, entrepreneurs can be kind of old, too. Granted, a couple of them have been at it a while, so they started younger.

The oldest is in business with his two sons, so that company benefits both from wisdom and youth. The youngest on the panel is the fourth generation in his business. He has a running start, but he obviously competes hard every day. One is a retired Marine Lieutenant Colonel starting a second career but building on his organizational and managerial skills. The fourth is actually a wife-husband team that recognized a need for more stability in early childhood learning.

A second lesson is that your community should plan for the unexpected. Two of my panelists represent what might be called old, mature sectors: mining and agriculture. The coal company, however, has found a large number of niche customers who have the technological capabilities to work with high-

sulfur coal from southern Illinois. He's even re-opened a Mississippi River dock to ship overseas. Awesome.

The agriculture implements company has evolved into both residential and commercial landscaping equipment. The panelist described how his firm has perfected customer services in urban, suburban, and rural areas. He's adapting quite well to changing times and opportunities.

The other two panelists represent what we think of as growing sectors. One leads a medical surgical out-patient service where operations are performed by fully trained doctors in settings that are not-so-intimidating as big hospitals. And at markedly lower costs. The other has developed a set of pre-school learning centers that help children get that necessary head start on life in highly nourishing environments. Among crucial entrepreneurial lessons learned from her was to "know thyself." Her company's success pushed her to a point where she either had to clone herself (her words) or stop adding centers so that she could, instead, focus on quality growth, not numerical growth. She chose the former, partly because her entrepreneurial spirit is to be directly involved with the families.

It was an inspiring morning to hear from this diverse group on how they managed through the recession and how they are emerging at full speed doing what they like to do while meeting the needs of customers. Be sure you plan your communities to accommodate such leaders.

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

— Bob Lewis, AICP
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Economic Development Division-Sponsored Events at the 2011 National Planning Conference

The 2011 APA National Planning Conference will be in Boston from April 9-12. The Economic Development Division is sponsoring several educational and social events throughout the conference. Please join us!

■ Growing the Green Economy: Linking Environmental Sustainability and Economic Development

— A dinner sponsored by the Economic Development Division and the Environment, Natural Resources, and Energy Division

Sunday April 10 – 7:00 p.m. at Legal Seafoods, Boston

Join your APA colleagues over dinner to discuss the challenges and opportunities of connecting economic growth to environmental sustainability. Our speaker will be Joan Fitzgerald Ph.D, Director of the Law, Policy, and Society Program at Northeastern University and author of *Emerald Cities: Urban Sustainability and Economic Development* (Oxford University Press, 2010). This event is \$50.00 and includes a three-course dinner (drinks not included). You can sign up for this event at the APA

conference registration page. CM credit (1) has been requested for this event.

■ Division-Sponsored Session (S527) Opportunities/Challenges in Rural Tourism Planning

Monday April 11 – 2:30 p.m.-3:45 p.m.

Tourism-related activities are an increasingly important component of rural economies providing income and diversification to rural communities. This session will examine current trends in rural tourism, which are being shaped by a rapidly shifting economic landscape and ongoing demographic change. Session speakers include Anne Krieg, AICP, Planning and Development Director, Town of Bar Harbor, Maine and Robert Billington, Founder and Director of the Blackstone Valley Tourism Council in Rhode Island. (1.25 CM credits)

■ Economic Development Division Business Meeting and Reception

Monday April 11 – 7:00 p.m.-10:30 p.m.

Join your fellow Division members for our annual business meeting and reception. Light food and refreshments will be served.

■ Division-Sponsored Mobile Workshop (WO56) Sustainable Devens Eco-Industrial Park

Tuesday April 12 – 10:00 a.m.-3:00 p.m.

Discover how sustainability served as the organizing principle for the redevelopment of the 4,400-acre Fort Devens. Explore this live, work, play community where a third of the land is slated for protection. Learn why Devens is considered a premier example of a light industrial park operating as an eco-industrial park. This event is \$75.00 and includes lunch. (4.00 CM credits) ■

**Questions? Contact Adam Ploetz, AICP,
EDD Conference Chair, at
adam@495partnership.org or
(774) 760-0495.
SEE YOU IN BOSTON!**



**April 9-12, 2011
www.planning.org**

BEST OF TIMES, CONT. FROM P. 1

to compete for general funds with the police and fire departments. But it also amounted to a tacit admission that planning's major function was to regulate development rather than to create a climate for continuing investment. As funding streams dried up, some elected officials and city managers came to the conclusion that planning simply wasn't needed. The situation was made worse when bottom-feeding developers and builders tried to convince local officials that planning was responsible for the development bust.

Principals in private firms have made similar mistakes. A competitive advantage in one area, such as tax increment financing, has led some to overspecialize.

Others have relied too heavily on contracts from one source, a state transportation department for instance. Some firms have specialized in one area such as the development of comprehensive plans without realizing that the state and local governments that were commissioning the plans were themselves relying too heavily on a single revenue stream such as the sales tax.

The urge to diversify also has a geographical dimension. A couple of years ago, a moderate-sized firm in a formerly booming state increased the size of its sole European office while also opening an office in the booming United Arab Emirates. The firm's principals basically presented the generally younger staff with a choice: Move abroad or lose your job. Another firm, this one with more than 50 planners, assigned at least half of its employees to foreign projects. They worked out of a small foreign office with lots of travel from their home base in the U.S.

A third firm developed a formula requiring 12-hour workdays both at home and abroad. This schedule greatly improved delivery times for projects in a fast-growing part of the globe. The happy clients became repeat clients. Flexibility helped this firm create a niche for itself. The message: Combine survival skills, management ability, and technological knowhow, and you have innovation.

Yet other firms are branching out into sustainability, a natural fit for planning and one of the true growth areas, thanks to new public initiatives and funded programs. On the private side, energy companies are hiring staff planners and planning firms. But firms must be careful to not simply slap a "sustainability" label on every work product. They should also make good use of young staff

members, who are likely to have more knowledge and skills — and passion — for sustainability work.

Public agencies must also respond to the challenge. Officials responsible for budgets must be assured that they are receiving professional, objective advice from their planning departments. Such confidence is earned over time from myriad accomplishments and small victories as well as occasional big ones. What do you and your planners have to offer your community that no one else can supply? How can you sell your ideas to the mayor, and to business and community leaders?

Here are some ways. Information is now being produced from the 2010 census. It needs to be analyzed quickly, nuggets of wisdom identified and future opportunities spelled out. That's planning. Foreclosures are affecting neighborhoods all over the country. What options do you have? That's planning. Your town has lost jobs, including many that will never return. Your county executive wants a jobs plan. That's planning. Many of your problems, including schools, water, transportation, are regional. Someone needs to bring the communities together to address these issues and set directions. That's planning. One planning department recently entered into a contract with the local school board to do its planning. That's smart and opportunistic planning.

At some point in a downturn, someone is going to get the bright idea that reorganization is a solution. Even if it doesn't achieve anything, it makes elected officials look as though they're doing something and usually results in lowering costs. Beware of whiz-kid business consultants who offer to help you reorganize for nothing. You can be sure that they know little about planning.

What should you do instead? Come up with a reorganization strategy that ensures that the planning department will run things and that economic development and housing will report to you. A couple of years ago, a planning director of a major city engineered just such a consolidation, merging planning with economic development. The planning director kept his (expanded) job and was soon promoted to deputy city manager. With the downturn, of course, we've also seen less desirable outcomes. Remember that no outcome is inevitable.

Other firms are branching out into sustainability, a natural fit for planning and one of the true growth areas, thanks to new public initiatives and funded programs...But firms must be careful to not simply slap a "sustainability" label on every work product.

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BEST OF TIMES, CONT. FROM P. 5

Meanwhile, make sure that your staff is being used efficiently. If you must downsize, remember the old adage: "Necessity is the mother of invention." While you may not have money to enlarge your staff, your community may have money for technology. Automate. Move staff members whose time is freed up by automation to those highly valued (and highly visible) areas that you couldn't get around to in the boom times. Waterfronts, open space preservation, and alternate modes of transportation have all done well at ballot boxes throughout the country. If people are willing to tax themselves for these things, then it's a pretty good bet that they value them. Align your department with them. Take the lead. That's planning.

Our tough economic times are not over. They are not over for the planning and design professions.

Scholarship Winners

The 2011 Economic Development Division Graduate scholarship winner is University of New Orleans' **Evan Casper-Futterman** for his paper "Back to Basics: Worker Cooperatives as Economic Development" (www.planning.org/divisions/economic/scholarships/2011/pdf/casper-futterman.pdf). 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 (EDD).

University of Illinois at Urbana-Champaign's **Alexandra Thompson** will be awarded a runner-up certificate for her paper, "Local Foods: Three Ways to an Industry that Pays" (www.planning.org/divisions/economic/scholarships/2011/pdf/thompson.pdf). Ms. Thompson's paper on connecting local food producers and consumers in ways that generate jobs and promote innovation greatly impressed the selection committee.

There were 16 graduate-level papers submitted this year, a superb response from the many planning schools in the U.S. Many congratulations to our 2011 student paper awards winner and runner-up who will both be honored at the Division's annual business meeting during the annual APA conference in Boston.

More info: www.planning.org/divisions/economic/scholarships/ 

They are not over for the building industry. But planning is needed and will be needed. The economics of our profession are such that we typically lag going into a recession and we lag coming out. The fact is that a majority of APA members work in the public sector and many who work in the private sector get contracts from governments. Our members don't do a lot of "business to business" work. Many APA members pursue careers that are outside of mainstream planning. But that's true for many professions. The vast majority of architecture graduates never design a single building, yet they see themselves as architects. Most law school graduates do not work in traditional law careers, yet their skills are sought after.

As planners we have always used our skills of asset analysis, scenario development, mediation, and collaboration in both traditional and nontraditional careers. It's more important than ever that we continue to see ourselves as planners and to build networks that allow us to move freely among different types of careers without leaving the planning fold. 

Paul Farmer, FAICP is the Executive Director and CEO of the American Planning Association. He can be contacted at pfarmer@planning.org.

The APA Divisions Council and associated Divisions invite you to a very special event:

Local Foods Role in Economic Recovery

Ken Meter of Crossroads Research Center, a national expert on community food systems, will be the keynote speaker at dinner at Vloga on Sunday, April 10, 2011 during the National Conference. Join us for an evening of conversation, camaraderie, and comestibles focused on food systems. Vloga has developed a menu of locally sourced food choices with some excellent wines to highlight the evening. Look for this ticketed event in the conference program as "Local Foods Dinner" when you register. We hope to see you in Boston!

www.planning.org/conference



American Planning Association

Making Great Communities Happen

2011 Donald E. Hunter Excellence in Economic Development Planning Award

The EDD is pleased to announce the winners of the 2011 Donald E. Hunter Excellence in Economic Development Planning award:

Award Winner:

■ The award winner is the **City of Hampton, Virginia**, for the **Peninsula Town Center**. This is a successful redevelopment of an enclosed mall into a vibrant town center providing approximately 2,400 new jobs and significantly increasing the taxable sales base in Hampton. Prior to its redevelopment, the former Coliseum Mall was inwardly focused and obsolete with increased vacancies and declining investment. The City of Hampton, through its community planning process, developed the Coliseum Central Master Plan and design guidelines that recommended fundamental change to the property's configuration into appropriately-scaled urban blocks supporting mixed-use pedestrian-oriented development. The commitment by the City of Hampton to reinvigorate its aging business district motivated the mall owners to partner with a development team to transform the site from a deteriorating enclosed shopping mall into a vibrant mixed-use town center serving as a regional destination.

The panel was impressed with the project's quality, contribution to the community, and successful implementation and results as well as the role of planning to bring about the redevelopment.

Honorable Mentions:

■ **City of Irvine, CA: "Irvine Business Complex Mixed/Use Vision Plan"**: The Irvine Business Complex (IBC) Residential/Mixed-Use Vision Plan and Overlay Zoning Code development standards were developed to facilitate the evolution of a primarily office and industrial center (the IBC) to 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. 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 17,000. 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.

The panel appreciated the "non-traditional" approach to economic development and was impressed with the plan's originality, comprehensiveness and to a certain degree, transferability. As suburban areas, particularly inner-ring suburbs, experience increasing infill pressures, this approach to developing a complete "economic ecosystem" is likely to become more desirable.

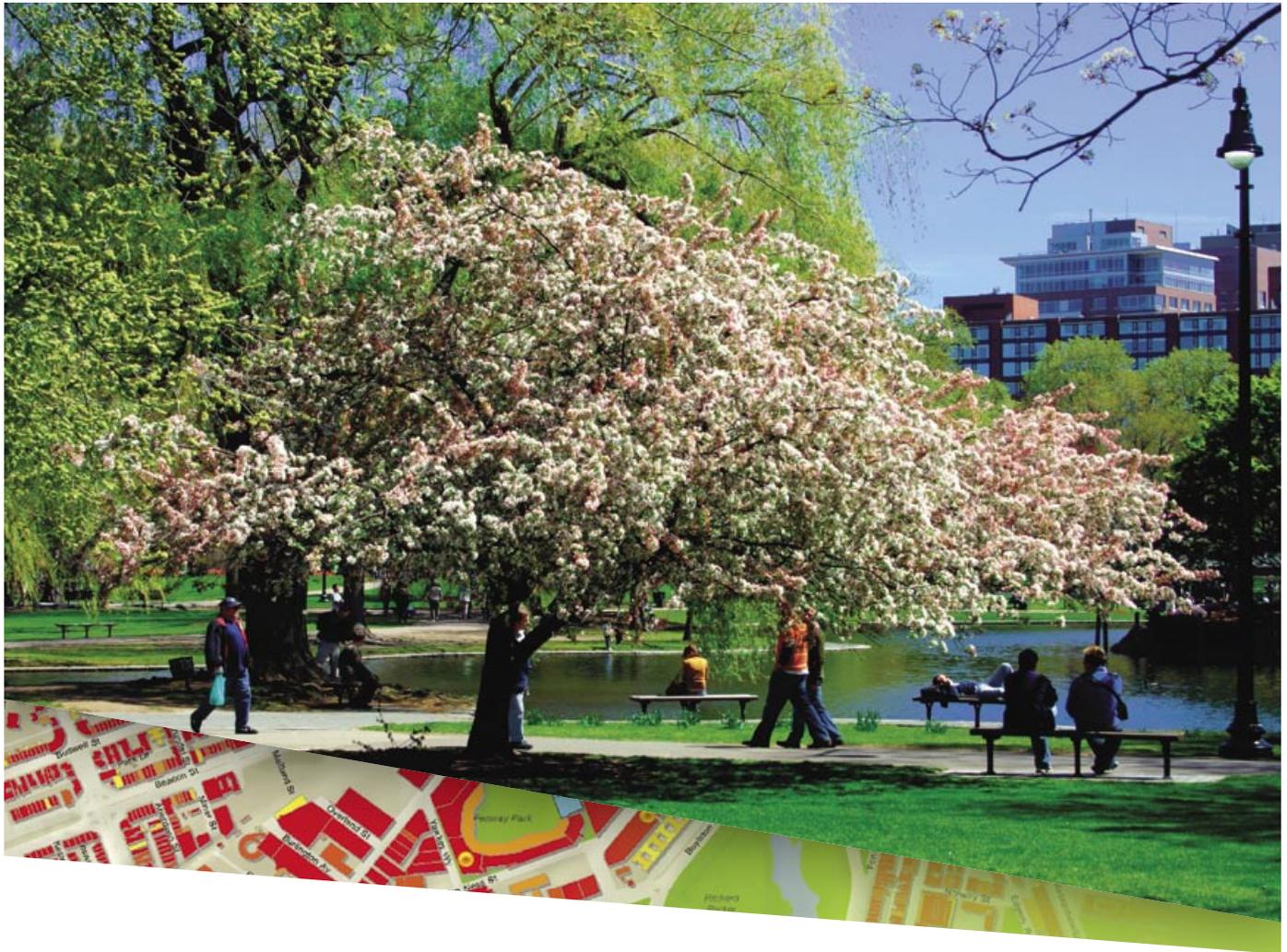
■ **Town of Marana, AZ: "Marana Economic Roadmap"**: The Marana Economic Roadmap is the Town's first strategic plan for economic development in its 34-year history. The Roadmap process was inclusive and focused on the Town's existing industry base, seeking to build supply chains and facilitate the sustainable growth of major employers. The Roadmap has been instrumental in the development and adoption of two incentive programs for high-wage job creation that are straightforward to implement. The Roadmap process and programs developed as a result directly led to the retention and expansion of the Town's largest manufacturer after potentially losing the company due to consolidation and expansion of its worldwide facilities.

The panel recognized the quality planning of this applicant as well as the Roadmap's comprehensiveness, transferability, and initial results.

Panel members were:

- Julie Herlands, Principal, TischlerBise (www.tischlerbise.com); Chair-Elect EDD of the APA
- Courtney Anderson Mailey, AICP, Adjunct Faculty, VA Commonwealth Univ.; Apprentice, Albemarle Cider-Works; former Regional Community Development Manager, Federal Reserve Bank of Richmond
- Della Rucker, AICP, CEcD, Principal, The Wise Economy Workshop (www.wiseeconomy.com)
- James Stevens, Senior Associate, ConsultEcon Management & Economic Insight (www.consultecon.com)

Look for more in-depth coverage of our award-winners in the next edition of *News & Views*.



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Tribe Receives \$7.1 Million Recovery Act Award for Broadband

by Scott H. Carey, Tribal Planner, Pyramid Lake Paiute Tribe

On August 18th, Vice President Joe Biden announced that the Pyramid Lake Paiute Tribe was awarded an American Reinvestment & Recovery Act grant from the Department of Commerce. The grant will be used install 40 miles of fiber which will link together 29 departments and businesses on the Pyramid Lake Indian Reservation. When completed, the project will connect the people living within the rural communities of Wadsworth, Nixon and Sutcliffe to 21st century internet technology.

“We are pleased to learn that our reservation is finally able to move into the 21st century with technology that will enable us to more effectively participate and communicate,” according to Mervin Wright, Chairman of the Pyramid Lake Tribe. “Our three communities are 20 miles apart, made all the more distant by the hills and canyons on the reservation which also pose telecommunication obstacles.”

The name of the project, “Natukwena Nagwesenoo,” translated in English means, “To Weave Communities Together.” Level (3) Communications, LLC participated in the infrastructure for weaving the communities together by contributing two strands of fiber optic lines from Reno to Wadsworth to lend to the project.

The grant award will bring an internet capacity of 100 mbps service with expansion capabilities up to 2.5 gbps. Currently operating at 1.5 mbps, tribal departments and businesses are limited to sharing a wireless T 1. The grant award will boost public safety on the reservation by providing the two existing fire stations new capabilities in order to coordinate a multi-agency response during an emergency. “The reservation is remote and is certainly deserving of increasing its communication for law enforcement and emergency response,” says Wright.

The fiber optic infrastructure will boost economic development and jobs on the reservation through being able to offer significant internet capacity to new businesses. The Tribal Council has recently completed the Pyramid Lake Strategic Economic Development Plan, which identifies goals and policies for job and revenue creation through recreation, Tribal enterprises, industrial & commercial development, energy development, Tribal entrepreneurship, and agricultural & ranching. “This will increase our capability for economic development and communication,” says Wright. “The approval of this grant award shows that the National Telecommunications and Information Administration and the Nevada State Broadband Task Force realize that this fiber project will ultimately provide not just an economic benefit for the Pyramid Lake Paiute Tribe, but will also provide economic opportunities in the future for the State of Nevada and the neighboring communities” says Greg Gardner the Tribe’s Technology Services Director.

The fiber award comes at a time in which the Tribe is moving ahead on several major projects on the reservation. Design work is underway to build a 15,000-sq. ft. Community Center in the town of Wadsworth that will include a library and a computer and learning laboratory where Tribal Members can connect to other libraries, join college classes through a satellite branch of the Truckee Meadows Community College, and K-12 students can receive tutoring assistance. The Tribe has plans for a new highway bypass and industrial park on the southern end of the reservation. The new highway bypass will realign a portion of Nevada State Route 447 around the town of Wadsworth and allow for better access to a planned 745-acre industrial park.

(continued next page)



Tribal Farms

All photos by Scott H. Carey

TRIBE RECEIVES \$1.7 MILLION FOR BROADBAND, CONT. FROM P. 9

About Pyramid Lake and its People

Pyramid Lake is located about 35 miles Northeast of Reno, NV and is the property of and managed by the Pyramid Lake Paiute Tribe. Pyramid Lake is known as North America’s most beautiful desert lake and is home to many year-round recreational activities. The lake occupies 112,000 surface acres inside the reservation boundary and has a shoreline of approximately 125 miles. The lake has no outlet and is a residual body remaining from the prehistoric Great Lake Lahontan water body. The lake is fed primarily by the Truckee River and is a world famous fishery for the Lahontan Cutthroat Trout and Cui-ui, which are on the endangered species list. The Pyramid Lake Indian Reservation is comprised of 476,728 acres. The roughly 2,400 Tribal members are direct descendants of the Northern Paiute people who have occupied the vast areas of the Great Basin for thousands of years. Pyramid Lake was designated as one of the first National Scenic Byways in the country and was the first scenic byway entirely on an Indian reservation. For more information about Pyramid Lake or its people please visit the Pyramid Lake Museum and Visitors Center in Nixon or log on to www.pyramidlake.us. 



Scott Carey has been the Tribal Planner for the Pyramid Lake Paiute Tribe since 2009. As the Tribal Planner, Scott oversees both the Tribe’s Economic Development and Land Use Planning Departments. Scott has been a member of the American Planning Association since 2005 and is a 2007 graduate of the University of Nevada, Reno.

Photos clockwise from top right: Tribal Offices, Sailing at Pyramid, Stone Mother, Smokeshop. All photos by Scott Carey.



Webinars

2011 (Link to all upcoming Webinars: www.utah-apa.org/webcasts?i=1)

- June 10: Economic Development Division — “Real Estate Finance, From Simple to Complex” (CM APPROVED)
- September 8: Economic Development Division — “What Economic Development Planners Should Know about Eco-Industrial Development – Introductory”



2010 (Link to Past EDD Webinars: 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)

NOTE: The 2010 presentations listed above are available for informational purposes only. CM credit is NOT available for viewing these presentations after the event has occurred. The presentation is only provided if the instructor has given express written permission to make their lecture available to the public.

Welcome to Our New Members...

Pamela Alexander	Clinton Township, MI	Judy Daniel, AICP	Asheville, NC	Daniel Makela	Louisville, KY
Anthony S. Allender, AICP	League City, TX	Austin J. Dent	Fruit Heights, UT	Tim Malone	Bristol, CT
Verona Andrews	Auburn, AL	Lorena Guadiana	Brooklyn, NY	Stuart Moynihan	Gahanna, OH
Heidi Beierle	Eugene, OR	Inna Guzenfeld	Brooklyn, NY	Evan Robertson	Roswell, GA
John F. Benson, AICP	Raytown, MO	Jonathan R. Hammel	Mankato, MN	Julie Simon	New York, NY
Genevieve C. Borich	Rockford, IL	Katherine G. Hess, AICP	Davis, CA	Serge A. Slagle	Ferndale, WA
Kathryn A Bowman	Hanover Park, IL	Darlene A Jay, AICP	Bound Brook, NJ	Sonya Smith	Falmouth, MA
Evan Casper-Futterman	New Orleans, LA	Richard H. Jennings	New Haven, CT	James Stevens	Cambridge, MA
Janet R. Castleberry	Royse City, TX	Julia A. Koster, AICP	Washington, DC	Rodney S. Tucker, AICP	Hartsville, SC
Elizabeth Chimienti	Arlington, VA	Tiffany J. Lacey	Austin, TX	Sloane Walbert	Denver, CO
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