

Inside This Issue...

From the Editor	2
Thoughts From the Chair.....	2
Economic Development Linkages to Resilience and Disaster Recovery	6
Arlington's Living Laboratory: A Model for Building Regional Resilience.....	11
The Results Are In!	13



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 Editors (addresses below).

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When the Cavalry Isn't Coming: Disaster Planning Using Local Supply Chains

by Charlotte Franklin, CECd

When we were attacked on September 11, 2001, I was working in economic development — recruiting, retaining, and increasing business prosperity for Arlington County, VA.

The negative effect 9/11 had on Arlington's economy was immediate: for one thing, Ronald Reagan National Airport was shuttered for a month, grounding all business and leisure travel to a halt and starving our local hotels of business. We immediately established a Business Recovery Center and accompanying hotline, from which volunteers reached out to our businesses and created assistance opportunities through federal and private sources. Then we realized we needed to do more.

Business Continuity Transformed

Before 9/11, business continuity planning was mostly concentrated in protecting and securing technology networks; after 9/11, business continuity began to include more risk, hazard, and vulnerability assessments.

(continued on page 3)



Mark Wolfe, FEMA

Supplies awaiting distribution to victims of Hurricane Charley in Florida, 2004.

Join the conversation!



CLICK TO ENGAGE

FROM THE EDITOR

Happy New Year! While it's bittersweet to share that I'm taking a new position and will no longer be able to serve as *News & Views* Editor, I'm grateful to have had the opportunity over the past year and to be able to wrap things up with a fantastic issue!

Given that hazard mitigation and disaster recovery are garnering increasing attention within the planning world, we recruited three experts to address how economic development can play a role in helping affected communities rebuild. Barry Hokanson, AICP, is leading the charge for APA's Hazard Planning Research Center in addressing how communities might

Given that hazard mitigation and disaster recovery are garnering increasing attention within the planning world, we recruited three experts to address how economic development can play a role in helping affected communities rebuild.

couple federal funding with existing economic development operations to tackle post-disaster challenges. Charlotte Franklin, CEcD, is using her economic development background to develop innovative public-private business continuity partnerships in Arlington, VA. Lastly, Andrea Morris, PhD, is

working on a project spearheaded in partnership with Virginia Tech to increase regional resiliency to critical infrastructure threats.

In addition to the disaster preparedness and mitigation focus, we hope you'll enjoy highlights from Membership Coordinator Robyn Eason on the Fall 2013 member survey.

Again, thank you for the opportunity to serve as your Editor and cheers for the year ahead!

— Jennie Gordon, AICP

THOUGHTS FROM THE CHAIR



As we say goodbye to 2013, it is time for the Economic Development Division's "best of" list. Here are some highlights from the past year:

- **2013 National Conference in Chicago:** The Economic Development Division hosted our **Division by-right conference session, presented a facilitated discussion, and organized a mobile workshop.** Our by-right session ("Turning Economic Development Upside Down," organized by Division Member David Boyd), far exceeded general average session attendance and was extremely well-received. Our facilitated discussion ("Can Planners Create Jobs?" organized by Division Chair-Elect John Provo), attracted over 70 attendees, inspired a lively discussion, and recruited additional members to the Division. The success of this session has led to it being replicated at the Virginia and Missouri Chapter conferences this year. Our mobile workshop ("Chicago Lakeside: Economic and Physical Redevelopment," organized by Division Conference Coordinator Mark Lundgren) was the first in recent history organized by the Division and was very successful with a visit to the site of a massive redevelopment project at the U.S. Steel South Works Plant.

- **Chapter Conferences:** The Division sponsored and organized session tracks at the APA Virginia and Missouri Chapter Conferences. We plan to continue these efforts in the coming year — let us know if there are opportunities with your Chapter.

- **Webinars:** The Division has continued its successful webinar program. Webinar Co-Coordinators Andy Struckhoff and Dustin Welker organized and hosted three webinars over the past year, each offering 1.5 CM

(continued on page 14)

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WHEN THE CAVALRY ISN'T COMING, CONT. FROM P. 1

Mark Wolfe, FEMA



September 2005: Contractors gather blue tarps and other temporary roofing supplies in Biloxi, Miss. after damage by Hurricane Katrina.



SPC Farrell J. Bilbo

Supplies being coordinated and distributed following Hurricane Isaac.

When Hurricane Katrina hit the Gulf Coast in 2005, it became even more apparent that business and government needed to work better together pre-event to prepare for disasters.

It is clear that government will never have enough resources on its own to provide all that is needed when major events disrupt our lives. To that end, after 9/11

Arlington's Office of Emergency Management (OEM) began one of its first resiliency and recovery programs: developing public-private partnerships and recovery resource planning in partnership with the private sector. We have combined many of the principles of economic development with the practices of preparedness, readiness, and recovery to develop planning approaches working with the private sector on continuity and resiliency.

At the local level, the traditional government-centered approach to resource management for recovery from a disaster has mainly been to store and warehouse predicted needed vital supplies. This approach to emergency planning has an inherent weakness — emergencies are unpredictable; the needs, quantities, and affected populations and locations vary; and the destruction may affect the safe storage of resources, complicating the pre-planned deployment of inventory and warehousing.

Shifting from an inventory and storage model to a supply chain model introduces adaptability, which allows the delivery of recovery resources to be pre-planned and managed, from point A to point B, more quickly and more efficiently. Businesses already have the expertise and processes in place to move supplies into the community; they are the experts in recovery and continuity. The goal is to enable a fast, smooth transition from the supply chain's normal, cost-efficient function to the life-saving focus needed in a crisis.

When an incident disrupts normal operations, the supply chain abruptly shifts into an emergency mode, in which everything changes, including objectives, commodity flow, the balance of supply and demand, decision-making procedures, the repetition of established

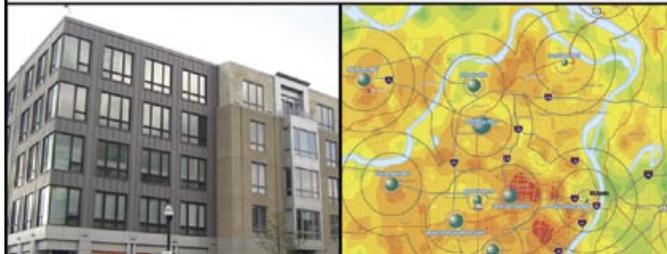
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WHEN THE CAVALRY ISN'T COMING, CONT. FROM P. 3

cycles, and the choices of supporting infrastructure.¹ Timing is the most important component of any approach to disaster planning. Plans for supply chain involvement must be in place well before an emergency occurs.

A resilient community will recover faster and will return to the new normal more effectively than one that is not. Resiliency can be measured only after an incident by the length and efficiency of the recovery time. Local emergency management therefore needs to make supply chain resiliency a priority, not an after-the-fact solution — this holds true for businesses as well.

Local businesses that have not properly reinforced their supply chains are not as resilient and will not recover as quickly. Businesses achieve the flexibility needed during a crisis by sharing key supply chain data with business partners. Information transparency is critical in providing visibility for product movement and in understanding the impacts on operations. For example, in a weather-related emergency, a retailer is likely to face disruptions in receiving products allocated to, from, or through affected areas.

Prior to any disaster, businesses should go through best-to-worst case scenarios to evaluate what is essential to recovery. Pre-determine a responsible team for decision-making. During a disaster, communications channels break down and people begin to react rather than respond as planned, sometimes making the situation worse. Because routes may be disrupted, it is important to have alternative transportation plans. Flexibility is imperative — use alternative suppliers and logistics networks and the services of multiple carriers. Require that suppliers and logistic providers have emergency plans that you review. Most important, have a thorough business emergency and recovery plan (see www.supplychaindigital.com as a resource).

All Emergencies are Local

Immediately following a disaster, local government is in response and rescue mode. In other words, the cavalry is not coming. It is during this critical time that community-based organizations — nonprofits, faith-based associations, local philanthropic organizations and the response and recovery efforts of many individuals — save the day. In Arlington, we consider these groups and individuals and their resource connections with each other as our “pre-existing local supply chain network.”

The middle of an emergency is too late to start planning — the need, then, is to act. The private sector and the nonprofit sector are participants, whether invited or not.

Local community emergency planning must include strengthening pre-existing local supply chain networks. The for-profit supply delivery systems actively intersect with the nonprofit services at work in the community daily — delivering food, medical services and supplies — local corporations donate to these organizations as normal practice. The new approach to recovery resource management could leverage this point of intersection and avoid reinventing a process that already works when a disaster happens.

Arlington County Office of Emergency Management (OEM) has been developing a supply chain-focused approach to increasing community resiliency. Relationships have been established with national and local for- and not-for profit providers. In addition, we have been testing our hypothesis out on supply chain experts: for- and not-for-profit resource providers.

(continued on page 5)

Below: Texas-based Salvation Army volunteer unit provides supplies following Hurricane Katrina.



Left Skoogfors, FEMA



Win Henderson, FEMA

WHEN THE CAVALRY ISN'T COMING, CONT. FROM P. 4

A *Public Recovery Resource Access Portal* is in development in which locations, including shelters, medical providers, food donation/distribution points, and other potential local resource provider locations (in other words, the pre-existing local supply chain network), are pre-determined, mapped and ready to be “lit-up” to direct the public to where that resource can be accessed in an disaster. The resource map will be displayed onto wireless devices.

Working with this pre-existing local network can help determine drop-off and distribution points of disaster recovery resources. By using the distribution paths already in place in every community, resource providers and local governments can rely on food pantries, medical dispensing sites, temporary shelters, and organizations such as Goodwill and the Salvation Army to help receive and distribute critical supplies and to help manage donations.

Most of the work on resilience does not sufficiently consider how these pre-existing local supply chain networks can effect a community’s resilience and ability to recover. Local food banks, for example, have successful supply chains: individual and corporate/chain food store donations. They are usually located in our most vulnerable neighborhoods where food distribution is likely to be needed. These community-based organizations provide “emergency” resources every day in all communities. Why not include them in pre-planning for recovery? It makes sense to strengthen “pre-event” existing infrastructures and systems that will be so important to our community’s recovery.

Arlington Office of Emergency Management continues its efforts by reaching out in the next few months to have conversations with local resource and service providers to examine provider intersections and to determine how best to strengthen the already existing network of potential providers of life-saving resources and services should a disaster occur. This will include inventorying the County’s pre-existing resources and the linkages between for- and not-for profit sector potential providers. This will help expose gaps that exist and will help in our planning process. This project is in its planning stages and is scheduled to begin by Spring 2014. 

Charlotte Franklin, CEcD (cfranklin@arlingtonva.us) is Deputy Coordinator, Resiliency and Recovery Programs, in the Arlington Office of Emergency Management in Arlington, VA.

Footnotes

¹ Holguin-Veras, et.al. On the Need to Reformulate Humanitarian Logistics Modeling: Deprivation Costs and Material Convergence. RPI, 2011.

Welcome to Our New Members

Lynn R Alley Brooklyn, NY
 Randall J. Arthur North Plainfield, NJ
 Juliet Burdelski..... Meriden, CT
 Valarie Cowden Blacksburg, VA
 Collette Creppell New Orleans, LA
 Ziad Elias Demian..... Washington, DC
 Scott K. Fleming Plymouth, MI
 Peter Furst..... Portsmouth, NH
 Matt Green Niagara Falls, NY
 Susan R. Hopkins Rochester, NY
 Shen Ni..... St. Louis, MO
 Regine Saintilien Trenton, NJ
 Gemma Torcivia..... Homestead, FL
 Nicole Witenstein Washington, DC
 Pamela Yee Chicago, IL

APA Community Planning Assistance Teams

The Community Planning Assistance Team (CPAT) initiative is an AICP component of a broader APA Community Assistance Program. By pairing a multidisciplinary team of expert planning professionals from around the country with community members, key stakeholders, and relevant decision makers, the place-based initiative seeks to foster community education, engagement, and empowerment. Each team is selected for the specific expertise needed on the project to offer pro bono assistance in developing a framework or vision plan that promotes a sustainable, livable, economically vibrant, and healthy community. Communities facing a range of challenges including, but not limited to, social equity and affordability, economic development, sustainability, consensus building, and urban design are well-suited for assistance through the program. Projects focus on localities with a demonstrated need for assistance, where planning resources and expertise may not otherwise be available. Learn more at www.planning.org/communityassistance/teams.

Economic Development Linkages to Resilience and Disaster Recovery

by J. Barry Hokanson, AICP



Planners working in the field of economic development have special capacity to understand and assist a community's prospect for disaster avoidance and disaster recovery. Further, by expanding the horizon of economic development to incorporate resilience, the community will be on a smarter and more sustainable path. There is also a special opportunity for economic development planners to contribute the nation's knowledge base of both resilience and recovery.

This article is based in part on presentations made by the author at APA's National Planning Conference in 2012 and more recently at the 2013 Conference of the Iowa APA Chapter. A key theme is the relationship between our everyday work versus special concerns that arise during natural or manmade disasters.

To see the relevancy of economic development to resilience and disaster recovery, one can think of these principles:

1. Planning helps avoid disasters
2. Disasters are one type of crisis
3. Recovery policy has parallels to development policy

How Do These Principles Apply to Economic Development?

First, avoiding disasters involves obvious benefits to the business community. If employers continue to operate after a storm, for example, the economy has the benefit of the aggregate payroll, beyond the obvious advantages to employees and affected families. To the extent that redevelopment and land use patterns have been hazard sensitive, and to the extent business continuity has been planned by individual firms, the community may be able to "dodge the bullet" or at least lessen the disruption of an unexpected event.

Second, particularly for economic development planners, there is a tradition of analyzing change. The field is about intervention to spur the economy or address a negative economic change such as the loss of a major employer. These challenges are beyond the usual regulatory realm of planners dealing with zoning, development codes and subdivision reviews. By attempting to seek a thriving economy, initiatives in economic development anticipate "storms" of various kinds.

(continued on page 7)

ECONOMIC DEVELOPMENT LINKAGES, CONT. FROM P. 6

Third, when a disaster strikes a community, whether it be a weather or seismic event or an economic event, planners routinely seek to enable new compensating actions, to replace jobs, to revitalize shopping areas, to retrain the workforce. This blending of development policy and investment policy tends to be well understood by economic development planners, a mix of painting outside the box but knowing a great deal about what's in the box. Strategic and creative thinking is needed to muster forces beyond what can usually be found within city hall or the county courthouse. Targeted incentives, for example, are designed to overcome obstacles, to stimulate investment of a special type or in a specific location. The same approach is absolutely necessary when a community is struck by a major disaster such as a flood, tornado or earthquake.

These principles also have the potential to strengthen economic development programs generally, beyond the more narrow objectives related to disasters and hazards. For example, the broader definition of resilience applies

This blending of development policy and investment policy tends to be well understood by economic development planners, a mix of painting outside the box but knowing a great deal about what's in the box.



to both a community and its local government, embodying good planning and sound management. For example, the Government Finance Officers Association advocates financial resiliency in ways that are quite parallel to what we talk about in our professional equivalent, the American Planning Association. (GFOA's white paper on resilience is at: http://gfoa.org/downloads/financiallyresilientgovernment_whitepaper.pdf.) Risk avoidance is one strategy of risk management. A vulnerable economic base that relies too heavily on one large employer or one specialized business sector represents a risk concern to the city's finance department and to bond rating companies such as Moody's Investor Services.¹

Within our traditional planning realm, programs in community development, including those of the U.S. Department of Housing and Urban Development, have important parallels to economic development, resiliency, mitigation and recovery. In very large disasters, Congress often allocates funds through HUD's Community Development Block Grant. Hurricanes Katrina, Rita, Ike and Sandy, for example, caused Congress to put many billions of dollars into CDBG endeavors, in addition to regular infrastructure repair grants and individual/family assistance channeled through the Federal Emergency Management Agency. CDBG features unique business retention and development programs such as the "Section 108" loan guarantees that leverage expanded funds for large projects. Overall, many years may be required. Following Hurricane Katrina in 2005, the Louisiana Recovery Office of FEMA remains open in 2014, recently reporting expenditures of \$3.88 billion for education and learning facilities, \$1.04 billion for public safety facilities, \$5.87 billion for general infrastructure (e.g.,

roads, transportation, parks and sewerage and water facilities), \$1.16 billion for healthcare facilities and \$5.8 billion to help 915,884 hurricane-affected Louisiana families and individuals.

Today, there are emerging tools and coalitions that empower better planning for mitigation and disaster recovery. Under the general heading of resilience, sustainability and climate change adaptation, programs by agencies such as the California Air Resources Board require planners to deal more effectively with transportation and land use relationships, and to do so in ways that include complex analysis of alternatives. Visioning and scenario building tools are virtually essential for this

(continued on page 8)

ECONOMIC DEVELOPMENT LINKAGES, CONT. FROM P. 7

analysis, yet the added benefit is that these tools and their databases also fit the overlapping tasks of mitigation, environmental resilience, economic revitalization and sustainable recovery. Another Division of APA has studied these tools, applied to diverse purposes, including economic development: <http://intergovernmental.homestead.com/newsletters/APARIPDJournalSpring2013.pdf>.

Applying a Planner’s Tools and Knowledge

What does this mean in practical terms? What steps does a planner follow to accomplish the goals of disaster recovery or to put the community on a clear path to hazard mitigation, resilience and sustainability? What are the ABCs of making a community stronger? What makes good change happen? As noted in the principles above, to an urban planner disaster is just another form of crisis. Fixing broken systems is the routine business of planners, setting up interventions designed to reverse various forms of decline, blight and dysfunction. These interventions are primarily in the realm of economic development and community development.

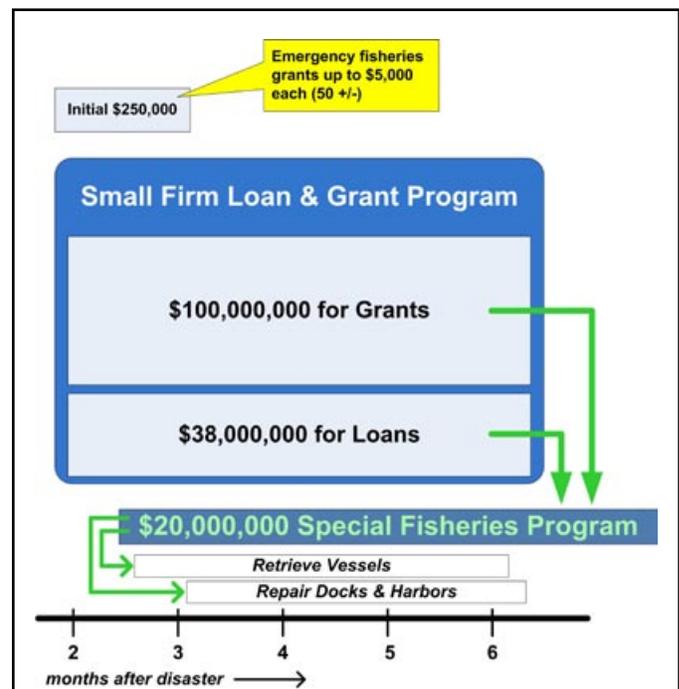
Thus, seeking the best means for recovery is really about applying the ABCs of economic development and the ABCs of community development. For decades we’ve been practicing TIF-funded revitalization, property acquisition for redevelopment, subsidized housing, creative re-use of historic structures, concentrated code enforcement, business retention/attraction incentives, workforce development, urban design, façade improvements, micro-enterprise loans, safe streets, environmental remediation and transit oriented development. Because disasters bring extraordinary funding mechanisms to address the devastation, one key task for planners is to fit traditional ABCs into specialty recovery grant processes of FEMA, HUD and other agencies. Importantly, what a community has done prior to the natural or man-made disaster is very meaningful to crafting strategies for recovery. Every community’s history has elements of public involvement, task forces, leadership, partnerships, studies, consideration of alternatives, agency relationships and staff development for planning capacity. In that sense, each community is unique in the mosaic of resources it has at its disposal. Rapid adjustment by all institutional components to the pace of post-disaster funding is essential in order to take advantage of brief periods of disaster program eligibility.

What Can You Add? How Can You Participate?

Members of this Division know well the challenges of unmet needs in communities. There tend to be few easy solutions, virtually no magic bullets. Especially in

times of economic stress, planners search hard for smart initiatives that will make a difference, applying creative ideas and building partnerships to overcome neighborhood blight, unemployment and aging infrastructure and services constrained by scarce resources. Lessons learned in everyday economic development planning are especially relevant in times of emergencies, disasters and immediate crises of all kinds, especially to orchestrate an effective recovery. To smooth the variability, to dampen the negative swings, we pursue policies that strive to boost resilience, yet there is no consensus on exactly what strategies work best.

(continued on page 9)



Funding Schedule and Components Post-Disaster — Fisheries Example

This diagram illustrates a hypothetical targeted recovery program for one hurricane-affected industry, fisheries. The actual recovery initiatives for fisheries after Gulf Coast hurricanes 2005 to 2008 were much more complex, involving not just HUD CBDG funds but also Small Business Administration, FEMA, U.S. Army Corps of Engineers, U.S. Fish and Wildlife Service, USDA Sea Grant, state agencies and others. The diagram also illustrates phasing of recovery support, with emergency provisions and attention to special needs such as retrieval of vessels dislocated, sometimes great distance from navigable waters, by the storm surge.

ECONOMIC DEVELOPMENT LINKAGES, CONT. FROM P. 8



These tend to be vexing problems requiring extraordinary interventions, often outside the “comfort zone” of municipal government, where choices of economic stimulus, especially after a disaster, have potential for unintended windfalls and wipeouts, winners and losers, and the attendant political upheaval. Research shows post-disaster recovery is often a time of intensified strife in local government leading to changes in elected and appointed leaders. Clearly, this is a testing ground for economic development planners. It is also a battlefield to which members of this Division are often called. In New York City after Superstorm Sandy, Mayor Bloomberg turned to his Economic Development Corporation to lead development of a strategic plan for spending over \$20 billion in disaster recovery and resiliency initiatives (www.nyc.gov/html/sirr/html/report/report.shtml). Planners from the city’s Department of City Planning were temporarily deployed for many months to the mayor’s Special Initiative for Rebuilding and Resiliency to carry out this analysis with NYEDC and other departments.

While disasters tend to happen quickly, negative economic trends can create a crisis no less serious even though the change may be gradual. Economic strategies are important remedies to pursue regardless of the speed of the disruptive event. Planners with expertise in economic development are needed to help formulate wise approaches in both cases.

Recovering from a disaster is not a slam dunk. In most cases communities struggle and residents endure great hardship for long periods. In recognition of these difficulties of planning for and managing disaster recovery, members of this Division are invited to contribute to our collective understanding of needs and opportunities. Three channels are:



- The International Economic Development Council hosts a federally-supported “Restore Your Economy.org” activity via the U.S. Economic Development Administration. It is also a discussion group at LinkedIn, titled “Post-Disaster Economic Recovery.”
- APA operates a Hazards Planning Research Center. A 1998 guidebook on post-disaster reconstruction and recovery is being rewritten with financial support from FEMA: www.planning.org/research/post-disaster.
- An informal interest group of APA exists online at LinkedIn, titled “APA Hazard Mitigation and Disaster Recovery Interest Group” and with a website: www.HMDRPLN.com.

(continued on page 10)

ECONOMIC DEVELOPMENT LINKAGES, CONT. FROM P. 9

All three represent both resources and discussion forums where contributions are welcome. More participation is needed. Reactions and sharing real-world experiences will help your fellow planners see new opportunities and avoid pitfalls. Resources to inform the discussion are extensive, including a number of reports from APA's Planning Advisory Service, cited in the reference list. ■

Barry Hokanson, AICP (barryhokan@yahoo.com) is a planning consultant in the Chicago area. He worked on recovery plans after hurricanes, Katrina, Rita, Ike, Sandy and major floods in Tennessee in 2010 and serves as a board member of the Natural Hazard Mitigation Association.

Footnotes

¹ Likewise, the International City and County Management Association addresses the disruption of fiscal crises: www.icma.org/Documents/Document/Document/4305. GFOA performed an analysis for Colorado Springs, in part dealing with the effects of wildfires in 2012: <http://gfoa.org/downloads/GFOAColoradoSprings.pdf>.

Useful Calendars

American Planning Association
www.planning.org/calendar

International Economic Development Council
www.iedconline.org/?p=Conferences

Lincoln Institute of Land Policy
www.lincolninst.edu/news-events/calendar

National Association for Business Economics
www.nabe.com/calendar

Urban Land Institute
www.uli.org/Events.aspx

References

Planning for the Unexpected

www.planning.org/store/product/?ProductCode=BOOK_P531

Planning for Wildfires

www.planning.org/store/product/?ProductCode=BOOK_P529

Planning and Drought

www.planning.org/store/product/?ProductCode=BOOK_P574

The Environmental Planning Handbook for Sustainable Communities and Regions

www.planning.org/store/product/?ProductCode=BOOK_AEPH

Planning for Post-Disaster Recovery and Reconstruction

www.planning.org/store/product/?ProductCode=BOOK_P483

Planning for Post-Disaster Recovery [Free WEBINAR]

www.planning.org/store/product/?ProductCode=STR_TPPDR

Clear as Mud

www.planning.org/store/product/?ProductCode=BOOK_A64804

Hazard Mitigation: Integrating Best Practices into Planning

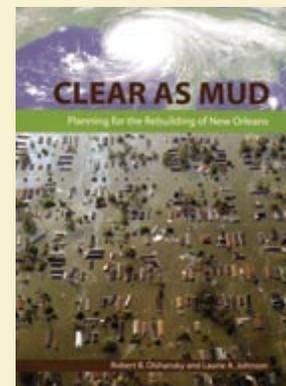
www.planning.org/store/product/?ProductCode=BOOK_P560

Landslide Hazards and Planning

www.planning.org/store/product/?ProductCode=BOOK_P533

Cities in Transition (How can cities deal effectively with job and population loss, property vacancies, and economic retrenchment?)

www.planning.org/store/product/?ProductCode=BOOK_P568



For a complete listing of all National Economic Development Organizations, see www.eda.gov/nedo.htm

Arlington's Living Laboratory: A Model for Building Regional Resilience

by Andrea Morris, PhD

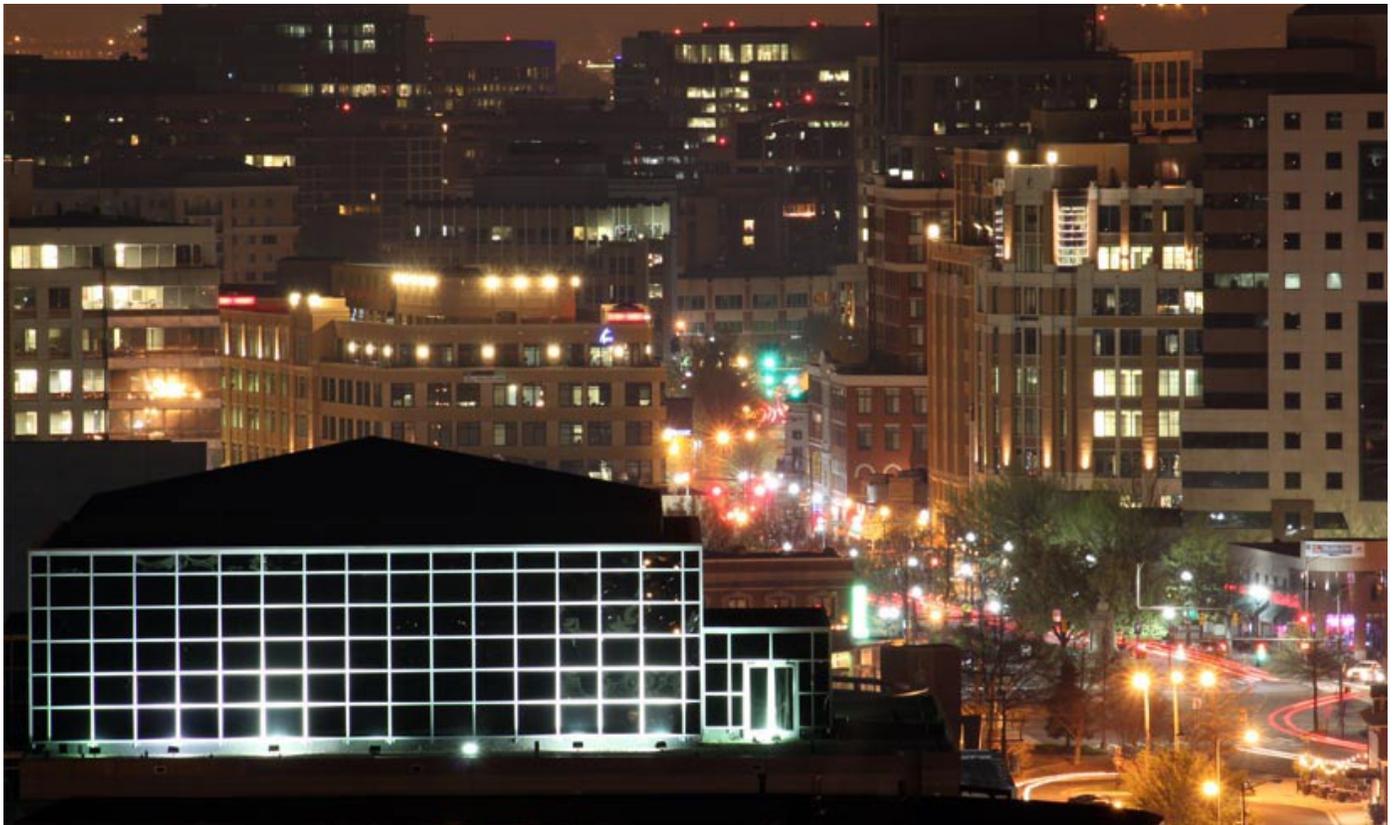
Resiliency can take many forms as it affects all sectors of a community and therefore, produces many definitions and focus points. What brings the focus points together is the work done to equip a community to overcome any type of event — natural or man-made, planned or unexpected — and return to full-function, where services and the economy are operating. This preparation must be deliberate and continuous and involve all sectors of a community while recognizing its place in the region.

While only spanning 26 square miles, Arlington, VA has been recognized as one of the “Top Seven Intelligent Communities” globally, one of “America’s Great Places,” “Top Wealth Center in the Nation,” and received CoreNet’s Mid-Atlantic Award for Sustainability. All of these honors illustrate the strength and reach of Arlington’s business community, labor force, educational institutions, and development policies. These strengths

have been tested and advanced by 9/11, hurricanes, “Snowmagedden,” BRAC, and recession, and in all cases, the resources of multiple organizations within and in partnership with Arlington were needed to manage the occurrences and impacts. With each event, we have refined our approach, planning, and implementation — and not without the desire to learn more, do more, understand better. As with most localities, the strain on resources is very real and often limits our ability to go farther, to deepen the roots that enable us to return to a state of “normal” quicker, with less economic impact.

With this in mind, Arlington County, in partnership with the Virginia Tech (VT) Research Center-Arlington, is building the Arlington-VT Living Laboratory (<http://tinyurl.com/qf756fa>), a model for creating and sustaining community resiliency. Based on collaboration and training that takes advantage of research, analysis, evalu-

(continued on page 12)



The thriving city of Arlington, VA.

ARLINGTON'S LIVING LABORATORY, CONT. FROM P. 11

ation, and testing, the model will include work done in "living environments" such as Arlington departments and its affiliates across the National Capital Region (NCR). The research component allows for in depth investigation and examination where theory and practice meet. Real-world problems will be studied and analyzed, highlighting the interconnections of work done in sectors that inform community life. The analysis will forge threads that can coalesce to create seamless strategies and policies that support and enhance not only Arlington's resilience, but that of the entire region.

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One of the first projects of the Living Laboratory is the development of an "Emergency Management NCR Template for Consequence Management for Critical Infrastructure Failures." Working with regional planners

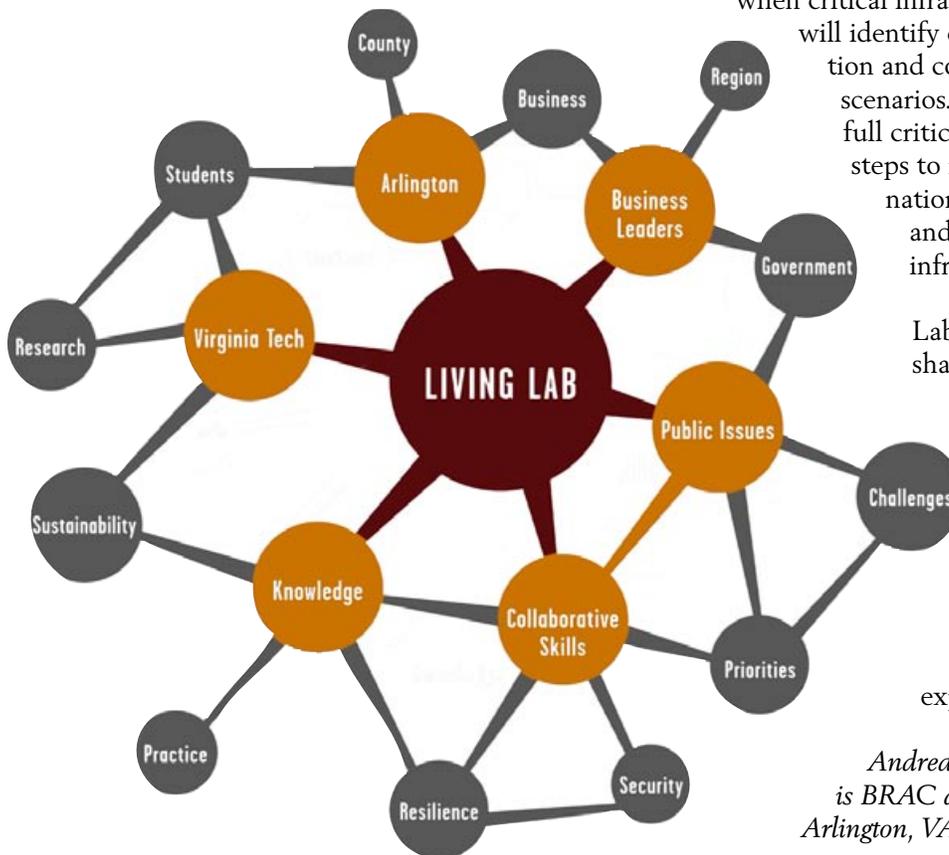


from Maryland, DC, and Virginia, VT researchers and Arlington Office of Emergency Management (OEM) staff are conducting research on current capabilities and best practices related to emergency management responses to critical infrastructure impacts from natural or manmade events. This planning template will support the NCR's ability to plan for and respond to events affecting our critical infrastructure by providing guidance, standards, and benchmarks related to communication and coordination for localities to use for planning at the local level.

The Template will delineate standards in communication and coordination for NCR jurisdictions to follow when critical infrastructure is impacted. Importantly, it will identify consistent methods for communication and coordination across borders in different scenarios. The scenarios will include partial to full critical infrastructure failure and provide steps to maintain communications and coordination between responders as well as within and between jurisdictions until affected infrastructures are brought back online.

This work done through the Living Laboratory has real-world significance to shape and inform how Arlington and the region's economy withstands and evolves after such an event — in effect, building a resilient community. Identifying and mitigating vulnerabilities, while taking advantage of our academic, business, and policymaking strengths, keeps us active and operating in the living environment — where impacts are experienced. ■

Andrea Morris, PhD (amorris@arlingtonva.us) is BRAC and Community Resilience Director in Arlington, VA.



The Results Are In!

submitted by EDD Membership Coordinator Robyn Eason

This past October, the EDD conducted a survey to gauge what current tools and resources members find most valuable and useful. From this effort, 112 responses were collected, representing 19% of our membership base. We want to take a moment now to thank all of you who completed the survey and share some of the highlights:

Membership Composition — Our Division continues to have a committed and professionally-diverse membership base, with more than 40% having been a member for 5+ years and nearly 30% having been a member for less than 12 months. Slightly more than half of members (56%) worked in the public sector followed by 24% in the private sector. More than one-third (35%) are experienced 20+ year professionals, followed by nearly one-quarter of members (24%) in senior-level positions (10 to 20 years experience).

Why Members Join the Division — Continuing Education, Networking, and Division Programming & Events were the top reasons why members join the Economic Development Division. Moreover, exposure to an exchange of ideas, trends, and best practices and broadening one's depth in economic development were among the key attractors to joining the Division. Other notable reasons include access to *News & Views* (the quarterly newsletter) and the desire to be more involved in APA.

Is the Division Meeting Expectations — The Division ranks average or above average with meeting membership needs. Specifically, members would like to see an increase in outreach efforts, events or sessions specific to economic development, and collaboration with other organizations such as the International Economic Development Council and the Urban Land Institute.

What Topics Do Members Value Most — The top 4 economic development topics that interest Division members include: Downtown Redevelopment (50%), Small Business Recruitment, Retention, & Expansion (49%), Economic & Fiscal Impact Analysis (47%), and Demographic & Market Analysis (41%). Yet, members also expressed the importance of offering a diversity of topics to capture a well-rounded perspective of initiatives happening throughout the country. Additional topics that were expressed include: Regionalism, Tourism & Agriculture, Job Creation Initiatives, and Technology-based Development among many others.

Use of Division Resources — When asked which of the Economic Development Division resources are used most, *News & Views* (63%) and Webinars (41%) ranked the highest, followed by Economic Development Division sessions at APA and local conferences. Regarding *News & Views* specifically, Division members found the case studies and best practices as well as think pieces on current topics and initiatives to be most useful. Members ranked learning about new ideas and strategies, keeping abreast of current events, and broadening expertise as the top reasons for using Division Resources. Of those who have contributed to Division Resources, this involvement has included: participation in conference sessions or webinar series; writing an article for the newsletter; and attending Division-sponsored events and conferences.

Getting Involved — The majority of members are interested in getting more involved in Division activities, specifically serving on a committee, organizing Division events or panels for regional/chapter conferences, participating in online content, or contributing an article to *News & Views*.

Again, we want to thank all those who participated in the survey and encourage any of you who are interested in getting more involved in Division activities to contact Robyn Eason, EDD Membership Coordinator, at robyneason77@gmail.com. 🏠



THOUGHTS FROM THE CHAIR, CONT. FROM P. 2

credits. Attendance has been impressive with some sessions at almost 500 participants. We are actively planning for next year’s cycle and will use the results of our recent Member Survey to identify next year’s topics.

- **Newsletter:** We have published three content-rich issues of the newsletter this fiscal year, with our co-Editor, Jennie Gordon, only taking the helm in the spring of 2013. Our membership continues to identify the newsletter as one of the most important member resources — and this year continues with this strong tradition. The issues over the past year have addressed timely economic development topics, many of which have emerged from networking through APA and Division members. A special thanks also to our publisher, Jeff Mills, who keeps us on task and looking great!
- **Social Media and Website:** Our social media presence continues to be strong and has grown exponentially. Led by Social Media Coordinator, Jason Ray, our followers on Twitter have grown by 125 percent since we started in 2011, our Facebook “likes” have almost doubled in a year, and our blog provides timely longer items for members. Our LinkedIn group is particularly active with 1,525 members — an increase from approximately 580 members just last year. Our APA webpage provides the latest official information for members and has been ably-managed over the last year by Adriana Trujillo-Villa.
- **Member Survey:** We recently completed our latest member survey led by Membership Coordinator, Robyn Eason. Thank you to all of you who responded! We look forward to using the feedback from the survey in our work plan for the coming year. Results of the survey are discussed in this issue.
- **Awards:** The Division awarded a Graduate Student Scholarship and the Hunter Award for Excellence in Economic Development Planning Award at the National Planning Conference in Chicago. This is the Division’s annual opportunity to recognize economic development planning excellence and student research, and this past year did not disappoint with stellar submissions and award recipients! See this year’s announcement in this

issue and consider submitting a plan or project from your community.

- **Financial Stability:** A final word on the Division’s stewardship of financial resources. Led by Secretary-Treasurer Lance Harris, we continue to prudently manage the Division’s finances despite recent years of declining membership dues. The Division’s financial report and budget are provided in our Annual Performance Report, which will be posted to the Division’s website early in 2014.

What’s in store for 2014? Elections are coming up with voting to be held early in 2014 (organized by Past-Chair Bob Lewis). The Division will host, plan, and present a full slate of conference activities at the National Conference in Atlanta in April. Please look for the Division at the Conference and attend our activities! (See the preliminary list on page 16.) We’ll also award the Student Scholarship and Hunter Award — please see the Division website for more information.

As my term is drawing to a close, I want to thank all of the wonderful and committed volunteers for their time, dedication, stick-to-itiveness, and smarts. Thank you to outgoing Webinar Co-Coordinator, Dustin Akers, for his great work this year on webinar planning. And please join me in wishing the best of luck to Jennie Gordon, our amazing Newsletter co-Editor, who is taking a new and exciting position with APA National. Lastly, a special thank you to Terry Holzheimer for his continued leadership, support, and involvement of all things related to the Economic Development Division!

Finally, thank you — Division members — for your continued membership and support of the Division. Here’s to a happy, productive, and prosperous 2014! 🍷

— Julie Herlands, AICP

Watch your email for our upcoming Division Elections!

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GET RECOGNIZED!

Donald E. Hunter Excellence in Economic Development Planning Award

CALL FOR NOMINATIONS

The annual Donald E. Hunter Excellence in Economic Development Planning Award from the APA Economic Development Division is awarded to a community that shows innovation and success with an economic development plan or project.

Award winners receive a plaque as well as recognition at the annual Division business meeting at the APA National Planning Conference, a featured article in the Division's newsletter, *News & Views*, and distribution through social media outlets. Honorable Mentions have been awarded and promoted in the past as well.

Application/Nomination Deadline: February 7, 2014

Eligibility

Any economic development plan or project implemented in the United States or Canada within the last 10 years is eligible. Any member of the American Planning Association may make a nomination, with at least one individual being a member of the Economic Development Division (either the person making the nomination and/or a member of the agency or organization submitting the application). Members of the Economic Development Division Executive Committee and Awards Committee, APA Board Members, and AICP Commissioners are ineligible.

Submission Information

Applications should be submitted by email (or FTP/file sharing site) to: Julie Herlands at julie@tischlerbise.com. Please indicate in the subject line: "[Your Jurisdiction] Economic Development Division Award Application"

Contact information for questions:

Julie Herlands, AICP

TischlerBise

Email: julie@tischlerbise.com

Phone: (301) 320-6900, x15

Application Requirements

There is no formal application form. Please follow these guidelines:

I. Overview: Narrative Description of the Plan or Project

Provide description (up to 250 words) of the plan or project and describe how the project fits one or both of the following definitions:

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

II. Attachment A: Nominee's Fulfillment of Award Criteria

For each of the following criteria, provide up to a 50- to 100-word description of the project. The entire attachment (all six criteria) should be no more than two pages (500 words).

1. Originality: Unique concept or appreciable refinement of existing techniques or procedures.
2. Transferability: Potential application to other areas or projects.

(continued next page)

Donald E. Hunter Excellence in Economic Development Planning Award, *continued*

3. Quality: Excellence of thought, analysis, writing, graphics, and professional character of the presentation.
4. Implementation and Results: Effectiveness of work proposals that have been carried out or show the promise of being carried out. (Please quantify results wherever possible.)
5. Comprehensiveness: Submittal demonstrates a thorough and in-depth approach.
6. Contribution to Community: Demonstrates application to community needs and desires.

III. Attachment B (Optional): Supporting Materials

Applicants may provide relevant supporting material such as news clippings, brochures, slides, videos, etc. Please be judicious with supporting materials and only include documentation that clearly supports the application.

Past Award Winners

See www.planning.org/divisions/economic/awards/previous.htm for 2013 Award Winners. 

April 26-30, 2014

[CLICK TO LEARN MORE](#)



APA Economic Development Division — National Planning Conference Sessions, 2014 Atlanta

Saturday, April 26, 2014

- 9:00-10:15 a.m. Division Session: Fiscal Analysis to Guide Community Growth

Sunday, April 27, 2014

- 2:30-3:45 p.m. Division Facilitated Discussion: The Economy of Immigration and Planning
- 2:30-3:45 p.m. Division Session: What are the Costs to Serve Development?

Monday, April 28, 2014

- 8:00-11:30 a.m. Mobile Workshop (with the Urban Design and Preservation Division): Repurposing Atlanta's Olympic Sites
- 1:00-2:15 p.m. Division Session: Immigration and Its Effects upon Economic Development of Metro Atlanta
- Time TBD: Annual Business Meeting and Reception: Check the program for exact time (early evening) and location!

Tuesday, April 29, 2014

- 9:00-10:15 a.m. Joint Division Session (with the International Division): Using "Theme Roads" for Regional Revitalization
- 10:30-11:45 a.m. Divisions Council Facilitated Discussion: Immigration/Migration Facilitated Discussion with APA Divisions

Wednesday, April 30, 2014

- 10:30-11:45 a.m. Division Session: New Approaches to Sports and Economic Development

The Economic Development Division will be involved in several other Division-related activities throughout the Conference, in particular facilitated discussions and sessions organized by the Divisions Council. Be sure to check the conference program for more details.