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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 Editors (addresses below).

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## Peninsula Town Center

by Amy Jordan

*In 2011, the redevelopment of the former Coliseum Mall into the Peninsula Town Center was recognized as the recipient of the Donald E. Hunter Excellence in Economic Development Planning Award. Since the award, there have been many changes to the center and surrounding community. Some of these changes have been physical but others, like a recent change of ownership, have moved the development forward in a new direction.*

The Peninsula Town Center officially opened to the public on March 11, 2010 with over 60 retail tenants and 158 apartments that were nearly leased. It was one of the few redevelopment projects of its size to successfully open in the midst of the Great Economic Recession. The original construction loan totaled \$168.5 million and the CDA bonds used by the developer to pay for public infrastructure including the pedestrian-friendly streets, parks, and parking garage totaled an additional \$92.8 million.

When created in 2006, the CDA was one of the largest public bonds issued in Virginia. The CDA debt is paid back through special assessments collected on purchases and property taxes and any gap from the 2006 performance estimates becomes the responsibility of the owner. The ownership experienced changes in its leadership and direction and with the burden of other underperforming retail centers; this load was

*(continued on page 3)*



Join the conversation!



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FROM THE EDITOR



Welcome Spring! As the cold thaws and we all gear up to burst forth with new growth and new vigor, I can't help but be excited. Soon, planners will convene in Seattle Washington for the annual APA Conference to share best practices and recognize our colleagues for

outstanding work for the past year.

Every year, the Economic Development Division recognizes some of the most outstanding economic development planning projects with our Donald E. Hunter Excellence in Economic Planning award. We will do so again this year — please see our website, there is still time to submit your project for consideration.

But what about those recognized for excellence in economic development planning in years past? In this edition of *News and Views*, we take a look back at a couple of previous award winners and find out the answer to the question "Where are they now?"

In this issue, we take an in-depth look at the progress made on their award-winning projects by previous winners from 2013, the City of San Francisco's Central Market Economic Strategy

and from 2011, the City of Hampton Virginia's Peninsula Town Center project.

The 2014 Donald E. Hunter award-winning project, Uptown Columbus, Georgia's

Chattahoochee River Whitewater Park project, is going full speed ahead, like a rushing rapid — a Class IV+ rapid, to be exact! Since its first summer of operations in 2013, numbers of tourist visits to the area have swelled, a new hotel has been constructed and has been leasing rooms for over six months now, a local university is nearing completion of a new riverfront satellite campus, and an old strip mall with high vacancies and depressed rents has been purchased and is now undergoing a state-of-the-art renovation under the new ownership. And that's not all! New restaurants and other recreational facilities have sprung up in the past year, in bordering

(continued on page 4)

**Soon, planners will convene in Seattle to share best practices and recognize our colleagues for outstanding work.**

THOUGHTS FROM THE CHAIR



See you in Seattle? It's not too late to make your plans to join us at the year's biggest professional development experience for planners. We want to see you there! On Sunday April 19th at 10:45 we will be hosting a session on "Economic Development and the Value of Place (S458)" led

by your division Secretary-Treasurer Andy Struckhoff, AICP from Peckham Guyton Albers & Viets. Andy will be joined by Morgan Shook, AICP and Michael Wilkerson from ECONorthwest. They will cover factors businesses consider in site selection, the relationship between taxation and economic growth, and how a region's cultural assets can be drivers of economic development. Later that afternoon at 4:00 p.m. you'll get the chance to flip the script and speak your mind at our facilitated discussion on "Jobs, Sustainability and the Pacific Northwest (S814)." Robert Parker, AICP from the University of Oregon, Michael Armstrong from the City of Portland and Alexandra Reese from ECONorthwest, will engage with planners on the hard question of how early adopters of planning innovations in Washington and Oregon have tried to reconcile economic development and sustainability. Relax with us Monday April 20th at 6:00 p.m. for our annual business meeting and reception. Meet division colleagues from around the country and join us in recognizing our Hunter and Holzheimer community and student awards winners.

If you can't make it to Seattle we've still got you covered. Next month we will relaunch our webinar series when Rosemary Coates of the Reshoring Institute presents on the phenomenon of manufacturing's return to the U.S. and what planners need to know. The webinar will be held on March 27, from 1-2 p.m. EST and carries 1.5 CM credits. Registration will be posted soon at [www.utah-apa.org/webcasts](http://www.utah-apa.org/webcasts) and is free. More webinars are in the pipeline, so watch your in-box for announcements in the weeks to come. ■

Thanks!

— John Provo

For a listing of all national economic development organizations and other resources, see [www.eda.gov/resources](http://www.eda.gov/resources)

PENINSULA TOWN CENTER, CONT. FROM P. 1



too significant for the previous ownership to maintain. However, this did not undermine the future sustainability of the town center.

In March of 2013, the lender took possession of the property and the former ownership continued to manage and lease the property until a buyer was approved. Because the original ownership continued to manage the property, the transition was almost seamless as new leases continued to be signed and the town center's regional recognition grew as a place to live, work, shop, and play. By October 2014, the new owner, Tabani Group of Dallas, TX, had closed on the property and has pressed ahead with a new marketing and leasing strategy that is already proving to be successful.

In the last half of 2014, PetSmart and Shoe Dept. Encore became the newest retail additions and Peninsula Town Center now has approximately 75 retailers with over 80% of the retail space leased. Four new specialty tenants spaces including 9Round, My Pi Pizza, The Candyland, and Avenue Blue Piano Bar are signed, and a second phase of retail buildings is being designed along Kilgore Ave. Nearly 23,000 square feet of office space was also recently occupied bringing with it over 400 new jobs to the center. A trolley system has recently been added as a new amenity to assist residents, shoppers, and employees around the center, especially in inclement winter weather.

The Chapman apartment units located above popular fashion retailers has maintained its success with a lease rate of 97% or higher and commands some of the highest rents on the Virginia Lower Peninsula. Tabani Group is now moving forward with development plans to add 100 new townhouse style apartments to envelope the parking garage and front secondary streets.

The town center has also become a popular gathering spot for concerts, receptions, and other community events. One of the largest events hosted along the



streets in and around the town center is the annual Coliseum Central Holiday Parade which had an estimated 34,500 attendees last November — a 15% increase from the year prior.

The transformation has also extended beyond the town center to surrounding properties. Several adjacent centers are now at or near 100% occupancy and several properties in close proximity are planned for redevelopment including a 14-acre site across the street that was once home to a dated hotel and is being repositioned with office, new hotels, and urban apartments. New public infrastructure including road extensions to create a better block and grid pattern along with pedestrian, park, and public transit improvements are underway in the surrounding Coliseum Central Business Improvement District. City staff is also working in conjunction with the Coliseum Central Business Improvement District, on new design guidelines and an update to the 2004 Coliseum Central Master Plan.

Peninsula Town Center has continued to serve as a catalyst for redevelopment and as a model for the future vision of Hampton. 🏡

*Amy Jordan is Redevelopment Manager for the City of Hampton Economic Development.*

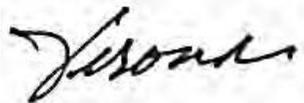
FROM THE EDITOR, CONT. FROM P. 2

towns both in Georgia and Alabama, the two states that border the Chattahoochee River Whitewater course. By any standard, this new growth is related to the “wave” of excitement over what *USA Today* dubbed one of the top 12 manmade adventures in the world — the longest urban whitewater course on the planet. Unbelievable things are happening in Columbus, GA as a result of one man’s 20-year commitment to his vision and innumerable visionary partners who helped to bring his vision to reality. It can happen in your city, town or village too.

In this issue, we also take a look at another outstanding project undertaken at Elk Grove Village, Illinois, and their well-thought out plan to revitalize an aging industrial area. This type of revitalization is something every planner will address at some point in their career — some of us on a daily basis. There are valuable nuggets and “best practices” to be gleaned from reading about the Elk Grove Village project. I trust you will find it to be of great value.

Do you have an economic development success story you’d like to share with your colleagues in a future issue? If so, please share it with us by emailing me at [vcampbell@columbushousing.org](mailto:vcampbell@columbushousing.org). As an added incentive, the Economic Development Division will pay your annual division dues if we select your story for our newsletter.

I hope to hear from you all soon — and often! 🍷



— Verona Campbell, MCP



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# Central Market

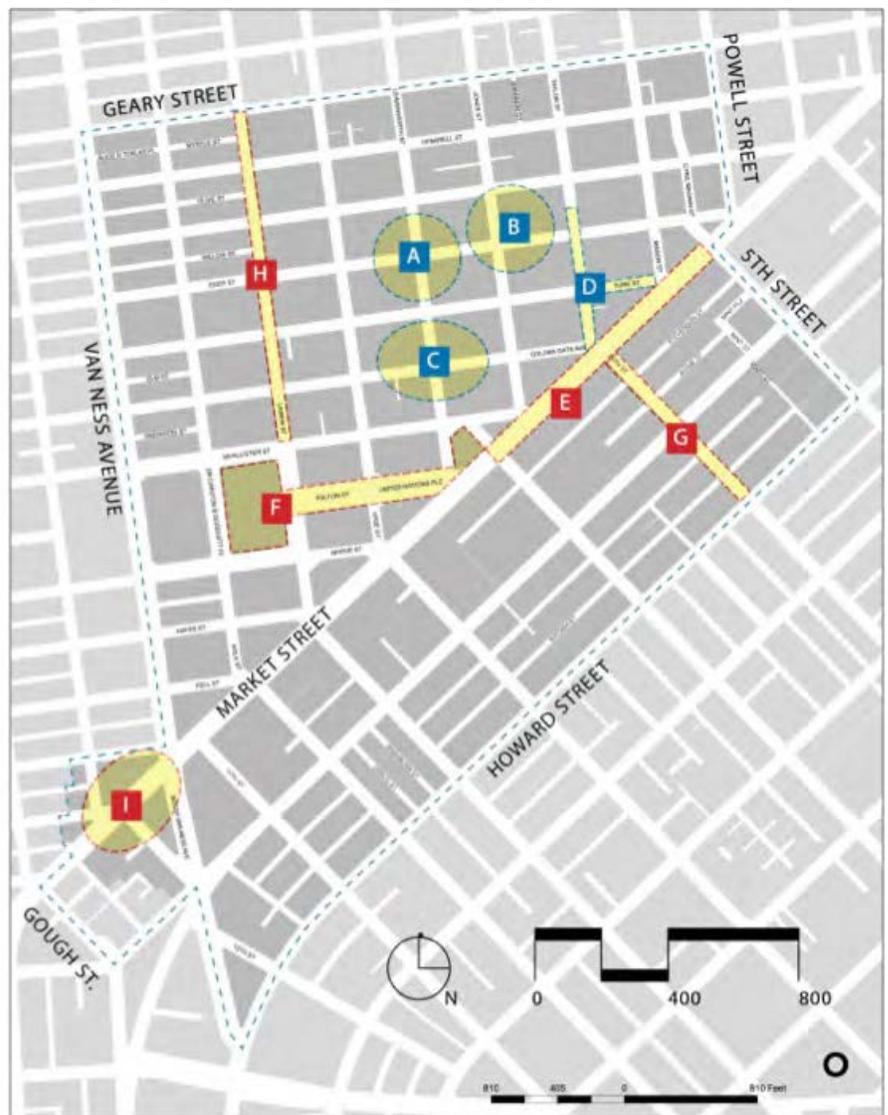
by Amy Cohen, Joaquin Torres, and Ellyn Parker

In late 2011, under the leadership of Mayor Ed Lee, the City of San Francisco launched the Central Market Economic Strategy with the goal of coordinating public and private efforts and investment to revitalize Central Market, the long-neglected stretch of Market Street between Fifth and Van Ness. San Francisco, much like the rest of the country, was struggling to exit the Recession. This neighborhood had not seen a boom in decades. Among the interventions implemented was a tax break that helped keep Twitter in San Francisco and led to the emergence of their new Central Market headquarters as a global innovation hub. Many programs and projects that bolster the arts, support small business, improve the public realm and enhance safety continue to be implemented today by an increasing number of City agencies, nonprofit organizations, artists, and tech employee volunteers.

Since 2011, eleven thousand new employees have come to work in the Central Market neighborhood at 18 newly-located technology companies, two co-working facilities, and two venture capital firms. More than 5,600 units of housing are now under construction or approved for the area, 20% of these permanently affordable, and another 4,000 units are proposed. Commercial office vacancy has decreased more than fourfold, the storefront vacancy rate is down from 30% in 2010 to 16% today, and 12 new arts venues have opened with three more slated to open in 2015.

The boom that ensued in this neighborhood and in the City overall has been covered by the national and international media over the past 2 years, as San Francisco, like other coastal cities, becomes increasingly unaffordable and struggles to maintain its inclusive, compassionate identity. While we had an opening to declare victory on Central Market — from a real estate development perspective, we could certainly make the case — we chose to pivot our approach to anticipate the very serious challenges that would result from rent increases, particularly to the arts organizations and small businesses we had attracted to the area. We also knew that a great deal more work

*(continued on page 6)*



Action Zone Map

CENTRAL MARKET, CONT. FROM P. 5



lay ahead in terms of improving quality of life for the families and low-income residents of the neighborhood. We wanted the community support to keep going.

Central Market forms the spine of a very unique and challenged residential neighborhood that has long served people in need. A high concentration of residential hotels and social service facilities populate both sides of Market Street, especially the Tenderloin to the north. Nonprofits own many of the buildings, and a substantial percentage of the housing units are subsidized. One-third of the households in the neighborhood have an income under \$15,000 per year, compared to only 10% for the rest of the City. Almost 50% of the City’s homeless population resides in this area, and that number has increased since 2011. Many of the area’s residents suffer from addiction and severe mental health issues.

While our initial Strategy approached Market Street very much as a core downtown thoroughfare — it is San Francisco’s Champs-Elysees — it became increasingly clear from the evaluation we conducted in 2013 that Tenderloin residents expected to benefit from

the Central Market investment. They thought that the arrival of tech companies and real estate investment to Market Street should also lead to a cleaner, safer neighborhood for the primarily low-income population living adjacent to the corridor. They hoped for better parks and infrastructure, and for new businesses that would increase the availability of healthy food, quality, affordable goods, and jobs. We agreed with the community that not only did the Tenderloin deserve this kind of investment, but that new development on Market Street would ultimately be more successful and sustainable if we expanded our efforts to include the entire area and to approach it as a neighborhood that could benefit from a much broader set of interventions than the traditional economic development toolkit offers.

Under the leadership of the Mayor, in 2014 we undertook a robust, year-long process to update the Strategy. Unlike our 2011 project, we engaged the Planning Department as a key partner, as well as AE-COM, who worked on the first document. We studied the entire neighborhood, cataloged all of the new and  
*(continued on page 7)*

CENTRAL MARKET, CONT. FROM P. 6



### Central Market/Tenderloin

#### Mid-Term Projects [3-5 Years]

- TLHIP Action Zones
- City Action Zones
- Privately Sponsored Streetscape Projects
  - + 950 Market Street Streetscape Improvements
  - + Stevenson Alley Improvements
- Streetscape Projects
  - + Better Market Street Project
  - + Van Ness Bus Rapid Transit & Complete Street
  - + Polk Streetscape
  - + 6th Street Traffic Calming
  - + SoMa Alleys
  - + 2-Way Eddy and Ellis Streets (Phase 2)
- Tenderloin Pedestrian Lighting
- Green Connections
- Open Space Planning and Design Efforts
  - + UN Plaza Redesign
  - + Bradley Block Open Space Planning
- Civic Center Public Realm Plan



Community Impact Framework

old stakeholders involved in community projects, and documented the myriad physical improvements being planned and implemented. We convened an Interagency Working Group made up of over 25 City departments and conducted extensive community engagement. And we did this while continuing to implement elements of the original strategy, including public safety interventions, small business attraction and retention, and public space programming like street pianos, aerial dance performances, and a pop-up drop-in community hub that engaged artists, tech workers, and low-income neighborhood residents in free activities.

Through the 2014 planning work we set out to solve for three very different but concurrent urban planning questions: 1) What interventions are needed to create a healthy, mixed-income neighborhood that offers safety and well-being to *all*

*(continued on page 8)*

CENTRAL MARKET, CONT. FROM P. 7



What We Heard



Action Zone A: Tenderloin Museum  
Eddy and Leavenworth



Action Zone B: Boeddeker Park  
Eddy and Jones



Action Zone C: Upgrade Storefronts  
Golden Gate and Leavenworth



people who live, work and visit — especially a fragile low-income population that will always call this area home? 2) How do we improve quality of life in a large area with such deep-seated challenges and not have it take decades? and 3) How do we build implementation into the strategy in a way that promotes coordination and alignment among an ever-expanding set of public and private “actors” who all want to help?

The updated Strategy, which will be published in March 2015, covers a larger area, and it hones in on priority “action zones” with “game changer” interventions. These will help facilitate coordination and lead to neighborhood improvement efforts that add up to accomplishments you can see within the next 2-3 years. The document is guided by a theoretical framework that posits that the most effective “game changers” are those that strategically combine interventions from three categories: those that increase economic opportunity, those that enhance cleanliness and safety, and those that take care of the low-income people. And it proposes a set of City agency subcommittees that, in partnership with external partners, will be responsible for implementing all facets of the new Strategy to best serve the neighborhood. Visit <http://investsf.org/neighborhoods/central-market/> to find the Strategy and see how we are implementing it.

More information on Central Market is available on AECOM’s website at <http://bit.ly/1AqglvF> and on the EDD website at <http://bit.ly/1FpSbqe>.

*Amy Cohen, Joaquin Torres, and Ellyn Parker are with the San Francisco Office of Economic and Workforce Development.*

Action Zone E: Street Life Activation  
Market between 5<sup>th</sup> and 7<sup>th</sup>



Action Zone F: Plaza Activation  
UN/CC Plaza



Action Zone G: Safety and Storefronts  
Sixth Street



Action Zone I: New Residential  
Neighborhood  
Market and 12<sup>th</sup>/Van Ness





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**March 19**  
 Advance registration closes  
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# Revitalizing an Aging Industrial and Commercial Area

by "Pete" Pointner FAICP, ALA, ITE



## The Situation

Elk Grove Village, Illinois was in an enviable situation in 1997. Approximately half of the land area in the Village was in an industrial and commercial district covering over 5 square miles. The residential population of the Village of approximately 35,000 was comparatively small and benefited from the revenues produced by this economic engine. What is referred to as the industrial/commercial revitalization study area lies along the western perimeter of Chicago's O'Hare International Airport and is located in Cook County. It is just south of Interstate 90 and is served by two rail lines. There were over 80,000 employees of more than 1,000 businesses in 1997 within the study area. In addition, there was a possible incorporation of a 75-acre farm into the fabric and market structure of the study area.

## The Challenge

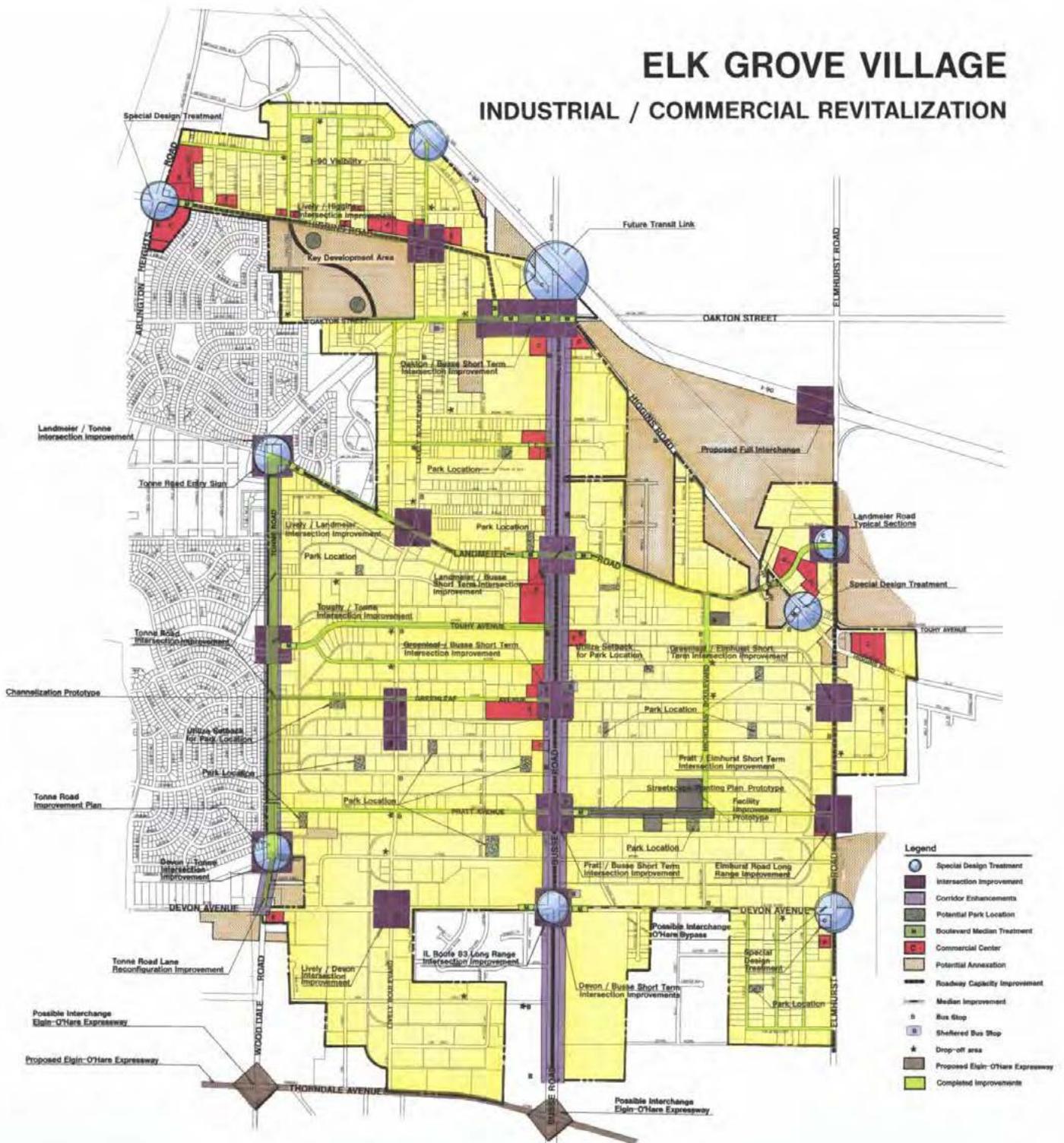
In spite of its robust economic activity the study area had many problems to overcome related to aging and obsolete infrastructure, transportation network, buildings and site layout, and growing competition from new business parks. More specifically:

- Obsolete structures, some incompatible adaptive reuses, and building design with ceiling heights inadequate for contemporary storage needs, functional constraints for loading areas and bays, inadequate insulation and outdated windows, inadequate floor loading capacity, sparse or poorly maintained site landscaping and dull or outdated façade design with few employee amenities.

*(continued on page 11)*

REVITALIZING AN AGING INDUSTRIAL AND COMMERCIAL AREA, CONT. FROM P. 10

# ELK GROVE VILLAGE INDUSTRIAL / COMMERCIAL REVITALIZATION



CONSULTANT TEAM  
 PLANNING RESOURCES INC.  
 CIVILTECH ENGINEERING, INC.  
 REAL ESTATE PLANNING GROUP  
 PUBLIC FINANCE ASSOCIATES  
 HEITMAN ARCHITECTS INC.



DATE: 12-4-97 SCALE IN FEET  
 0 500 1000 2000  
 NORTH

(continued on page 12)

REVITALIZING AN AGING INDUSTRIAL AND COMMERCIAL AREA, CONT. FROM P. 11

- Antiquated grid network of streets with no clear system relating roadway design and controls to traffic volumes and functions, substandard roadway design and lighting, uncoordinated traffic signals and controls.
- Lack of a coherent streetscape design relating to: power lines, drainage ditches, vacant lots, railroad rights-of-way, identity, and, lack of bus stops and pedestrian friendly pathways linking motel, retail, parks and open space to businesses.
- Increased competition from new industrial and business parks built at higher standards, a burden of a county property tax system that placed a higher burden on industrial uses than other counties in the region, and, changing markets for the available buildings.



Roadway Improvements (above) and Landscaping Signate Lighting (below)



### The Response

Elk Grove Village hired Planning Resources Inc., a planning and landscape design firm to direct the overall planning and design work. They brought on sub-consultant firms in civil engineering, architecture, market analysis and public finance. Their objective was to prepare an improvement and revitalization plan for the study area.

A 12-person Industrial/Commercial Revitalization Commission, with two trustees as co-chairpersons, provided guidance to the consultant team in the identification of priorities and the evaluation and selection of alternatives.

The Village enacted a three percent telecommunications tax with proceeds over a ten year period earmarked for study area revitalization and allocated another \$1,800,000 in surplus funds to this purpose. The total financial commitment of the Village to this program was conservatively estimated to total \$22,000,000 without any growth in the tax revenue and without any

interest earnings on available fund balance. In spite of this commitment, the ultimate cost of revitalizing the study area was projected to exceed available resources over the ten year period. Therefore, project and program priorities were established and resources allocated to those of highest priority. In retrospect, the Village had spent over \$50,000,000 by 2013 when they updated the plan.

*(continued on page 13)*

REVITALIZING AN AGING INDUSTRIAL AND COMMERCIAL AREA, CONT. FROM P. 12



*Landscaping Utilitarian Areas*

## Implementation

The implementation program recommended proposals by spending category and time period that were intended to maximize the impact of the plan upon the revitalization of the study area within the limits imposed by available resources and the existing and obtainable authority of the Village. The implementation program included the following:

- Identification of all projects and programs within three operational and cost categories: transportation improvements; land use and urban design improvements; and, private sector competitiveness programs; (The difference between the first two categories and the third was not so much the type of improvement but rather where they were applicable, on public or private property.)
- Estimation of the cost of each project and program;
- An evaluation of the impact of each project and program in order to estimate their impact upon the economic viability of the study area;
- Assignment of priorities to each project and program based on the evaluation; and,
- The appropriate time period for implementing each priority project and program.

The scheduling of improvements was influenced by many factors so that implementation plans had to be flexible enough to respond to changing or external factors. Data sheets were prepared to describe the purpose, cost, implementation schedule and other requirements for each line item in the overall cost summary.

A few key examples of the projects and programs contained in the adopted 1998 plan are as follows:

- **Transportation:** An essential element for the revitalization of the study area was improving the existing transportation system both adjacent to and within the study area itself. Roadways have two competing functions, mobility and property access. Based on a functional classification system, and the sole function of local streets to provide access to abutting properties,

*(continued on page 14)*

REVITALIZING AN AGING INDUSTRIAL AND COMMERCIAL AREA, CONT. FROM P. 13



recommendations were formulated for each road covering the width, geometric design, and control devices related to the type and volume of traffic projected.

■ **Land Use and Urban Design:** Improvements in this category included the design of: street signs and a new distinctive logo; street lighting related to the function of the roadway; gateway signs and small parks and landscaped feature areas; streetscape concepts related to the importance and function of the various roadways; enhancement of bus stops and relocation and special design for drop-off areas; annexation and redevelopment recommendations for key properties; contracting for maintenance and upgrading of drainage ways and rail corridors; construction of new sidewalks; and, amendment of codes to implement design concepts.

■ **Private Sector Competitiveness Programs:** These addressed increased clear heights, replacement of floor slabs, improved access-maneuvering/dock equipment, office conversions to production area, ADA, and Life/Safety and environmental code compliance. Included in these programs were recommendations for training to upgrade the skills of the work force. The purpose of these improvements was to overcome building and site obsolescence, achieve code compliance and make the study area’s commercial and industrial businesses more competitive and profitable. ■

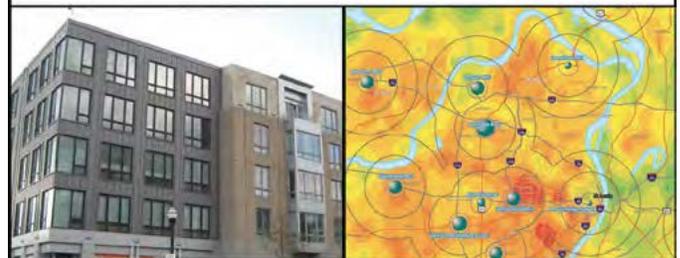
*“Pete” Pointner FAICP, ALA, ITE is project manager for the 1998 Plan. He can be reached at [www.petepointner.com](http://www.petepointner.com) and blogs at [blogsbypetepointner.blogspot.com](http://blogsbypetepointner.blogspot.com).*



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# Call for Submissions for the Annual Donald E. Hunter Excellence in Economic Development Planning Award

We invite you to submit an application for the annual Excellence in Economic Development Planning Award from the American Planning Association's Economic Development Division. The award is named to honor Don Hunter, a long-time planner and economic developer who contributed a great deal of his time and wisdom to the APA. This is a \$1,000 award to a community that shows innovation and success with an economic development plan or project.

The formal presentation will be at the annual APA conference in Seattle, Washington, the evening of Monday, April 20, 2015, at the EDD Business Meeting. The Division will also help with preparing a press release for the winning community and for Planning magazine, and will announce the winner in the News & Views Division newsletter that is sent out to some 1,000 organizations throughout North America. This year's deadline for submission is: Friday, March 6, 2015. Please submit to the Chair of the Awards Committee: Robert M. Lewis, AICP, Development Strategies, 10 S. Broadway, Suite 1500, St. Louis, Missouri 63102; (314) 421-2800.

Applications are encouraged to be submitted by email to: [blewis@development-strategies.com](mailto:blewis@development-strategies.com). If submitting hard copies, please send four (4) copies of the narrative description and Attachment I for distribution to the awards committee.

Persons submitting nominations must be members in good standing of the American Planning Association. Organizations submitting nominations must employ at least one member in good standing of the American Planning Association. Plans and projects submitted for consideration need not be limited to the United States.

**Application Requirements:** There is no formal application form or fee. Please follow these guidelines:

**Narrative Description of the Plan or Project:** 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.

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

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

**Attachment II (Optional): Supporting Materials:** Applicants may provide news clippings, brochures, slides, videos, etc. If items need to be returned, please clearly mark them as such. Supporting materials need not be sent in sets of four if too inconvenient or expensive.

**Schedule for Award Selection(s):**

**Application deadline: Friday, March 6, 2015**

**Review by Awards Committee: March 9-20, 2015**

**Notifications to applicants: March 20-23, 2015**

**Presentation of award(s): April 20, 2015 (evening, in Seattle, Washington)**

**THANK YOU! WE LOOK FORWARD TO SEEING YOUR SUBMISSIONS!**

## Welcome to Our New Members

Heather Anderson	Los Angeles, CA	Ashley Greenstein	Austin, TX	Sony Peronel	Orlando, FL
Kendal Asuncion	Austin, TX	Benjamin Griffin	Arlington, VA	Sven Peterson	Perry, IA
Matthew Austin	Amherst, NY	Cheryl L. Harrison-Lee, AICP	Gardner, KS	Eugene Purnell III	Medical Lake, WA
Alireza Bahramirad	Chicago, IL	Ian Hartz	Brooklyn, NY	Matthew Ramos	Cerritos, CA
Christopher Belden	Saint Louis Park, MN	Neil Heller	Portland, OR	Ian C Rattue	Duvall, WA
Christina Benante	Midland, TX	Lillian E Hodges	Burlington, NC	David J. Reid	Lantzville, BC
Neha Bhatt	Washington, DC	Christian A Hodgkinson	New York, NY	Paul Reise	Chicago, IL
Arin Blair	Columbus, OH	Robert Holmlund, AICP	Eureka, CA	Jose Requena	Chicago, IL
David Boston, AICP	Largo, MD	Emily Humes	Oceanside, NY	Michelle Reynolds	Fort Worth, TX
Kelsey Bridges	New Brunswick, NJ	Jacqueline M. Illum	Los Angeles, CA	Megan Ryan	Norman, OK
Shari J. Brown, AICP	Bristol, TN	Joshua Jensen	Logan, UT	Jorge Santos	Newark, NJ
James Burdin	Columbus, OH	Chase Johnson	Manhattan, KS	Robert J. Shwed	Singapore
Kevin Burke	San Marcos, TX	Ryan Kacirek	Manhattan, KS	Carletta Singleton	Augusta, GA
Gregory A Carrafiello	Danbury, CT	William T. Keyrouze	Washington, DC	James Stiving	Columbus, OH
Marcus L. Clarke	San Mateo, CA	Garrison C. Kitt	Virginia Beach, VA	Cesar Stoddard	Spokane, WA
Sadie Colcord	Guilford, CT	Nicholas Kobel	Portland, OR	Tara Sundin	Bellingham, WA
Tyler G. Collins	Bangor, ME	Clint Kolby	Brenham, TX	Jim Sutter	Pittsburgh, PA
Gregory Contente	Brooklyn, NY	Phillip Lee	Irvine, CA	Mehgie Tabar	San Francisco, CA
Frederick P. Cooke	Jersey City, NJ	Sitong Li	Indianapolis, IN	Phillip M Trocquet	Newnan, GA
Jo-Sar A. Davis-Dacio	New York, NY	Xingjian Liu	Hong Kong, NC	Patricia Vaccaro	Chicago, IL
Melissa De La Cruz	Bedford, TX	Douglas A. Loescher	Washington, DC	Santiago Vergara	Zapopan, Jalisco
Ellen Deatrck	Cincinnati, OH	Xinyi Lu	Seattle, WA	Laura Walker	Houston, TX
Corey D. Divel	Cleveland, TN	Thomas F. Lyon	Canandaigua, NY	Victoria Walker	Concord, CA
Gabriel O. Elliott	Salinas, CA	Justin Lyons	Ferndale, MI	Jessica Weitzel	Springfield, IL
David Epstein	Baltimore, MD	Sara Meess	Ogden, UT	Cara Wittekind	Durham, NC
Santiago M. Fernandez	Orlando, FL	Beatris Megerdichian	Sunland, CA	Adrian Wong	Calgary, AB
Christopher C. Flowers	Summerville, SC	Heather Milway	Brookfield, IL	Qing Xu	Coralville, IA
Catherine L. Frazier	Northville, MI	Brittany Moore	Southfield, MI	Yidan Xu	New York, NY
Jessica D. Gage	Porter, IN	Paul Morrow	Boise, ID	Amy Yang	Columbus, OH
Dmitry Galkin	Santa Ana, CA	Matthew Mueller	New York, NY	Junjun Zheng	Chicago, IL
Joshua C. Gibson	Rocky Mount, VA	Uri Pasternak	Silver Spring, MD	Julia C. Zweifel	Pineville, NC
Shawn J. Gillen	Doraville, GA	Hunter Pate	Collierville, TN		
Nicole Glazer	Strongsville, OH	Kenzie Payne	Moscow, ID		

