



American Planning Association  
Economic Development Division

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# NEWS & VIEWS

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Spring 2022

## Organizing Opportunity Zones—Using Cluster Analysis to Better Understand OZs

by Jamaal Green, University of Pennsylvania

Opportunity Zones (OZs) are the first major federal place-based economic development policies in nearly two decades. As part of the 2017 Tax Cuts and Jobs Act, OZs incentivize property development in historically disinvested census tracts by allowing investors to defer capital gains tax by investing those gains into OZs. Estimates on total investment in OZs are hard to find, but multiple reports from academic researchers, private industry groups and the federal government estimate ranges from \$50-75 billion were invested in OZs in 2019, alone. Recent research, however, shows that investment in OZs is highly uneven, with 84% of designated OZ tracts having received zero investment (Kennedy & Wheeler, 2021).

For many local policymakers and planners, confusion remains as to what tracts were designated as OZs and how to better organize such tracts for planning purposes. My co-author, Wei Shi, and I developed a typology of tracts using publicly available data to better understand underlying characteristics of OZ tracts.

### Clustering OZs

In order to map out the underlying differences across OZ tracts, we collected not just information on OZ designation and eligibility, but we also developed a neighborhood deprivation index (NDI) derived from Messer et al (2006) methodology using 2015 American Community Survey data, local employment from major industry types using 2016 Longitudinal Employer Household Dynamics



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is coming, the  
conference is coming!*

**See our 2022 National Planning Conference coverage on page 5**

Origin-Destination (LODES) data, and the Opportunity Zone investment score tool from the Urban Institute. In order to characterize the local industrial mix of the tracts we performed a principal component analysis on the 20 two-digit NAICS industries found in LODES. From those 20 industries we chose the first four principal components that accounted for 50% of the variance of the original 20 individual industries. Finally, using a model-based clustering approach, we ended up with nine clusters of tracts.

While every cluster is interesting, clusters 3 and 9 offer a particularly interesting set of patterns as shown in the descriptive statistics of the tracts (Table 1). Cluster 9 represents a rather extreme set of tracts. While it is the smallest cluster with 448 tracts, nearly 46% of cluster 9's tracts were designated as OZs. Both clusters 3 and 9 have relatively low neighborhood deprivation scores, higher investment scores and are relatively job rich. In other words, clusters with larger shares of their tracts that were designated are generally less poor, have healthier investment histories, and are job rich. The RC categories are the principal component scores from

*(continued on page 2)*

**Table 1: Cluster Descriptive Statistics**

Cluster	Number of Tracts	Designated (%)	NDI	Urban Inst. Score	RC1	RC2	RC3	RC4
1	3,346	33.59%	0.75	5.4	0.162	-0.128	0.043	0.4901
2	3,525	14.64%	1.10	3.5	-0.210	-0.332	-0.037	-0.3544
3	2,103	40.94%	0.73	6.8	0.574	1.042	0.127	0.9451
4	4,379	25.65%	0.94	5.9	-0.088	-0.018	-0.100	-0.2155
5	4,577	16.91%	0.69	4.7	-0.205	-0.229	-0.034	-0.3234
6	4,211	18.26%	1.00	5.1	-0.136	-0.324	-0.071	-0.2190
7	3,478	32.81%	0.75	6.3	-0.024	0.538	-0.122	-0.0086
8	4,916	24.92%	0.68	4.8	-0.124	-0.224	-0.013	-0.0158
9	448	45.98%	0.30	7.4	3.539	2.529	2.453	2.4006

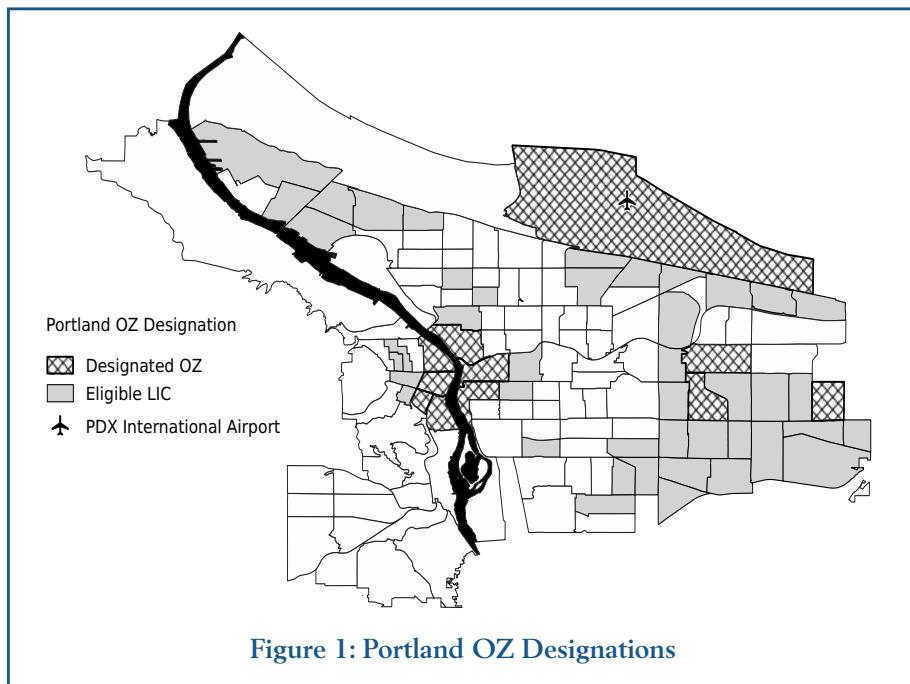
**UNDERSTANDING OZs, CONT. FROM P. 1**

the LEHD LODES jobs data. Higher scores show a larger concentration of particular combinations of jobs. Again, cluster 9 is the main leader in jobs across all RC categories, and thus is a job rich area. Cluster 9 primarily contains central business district tracts.

**A Look at Portland**

What do these cluster designations mean in practice? Using the clusters we developed from the national sample, we mapped them onto the eligible tracts in Portland, Oregon. Portland represents an infamous case as there was a major Bloomberg piece critiquing the final selected OZs in the city (Buhayar & Leatherby, 2019). What you see in the initial map (Figure 1) is that eligible tracts are present throughout the city, but are primarily centered on the predominantly working class, and low-income, far eastern part of the city. But note that the tracts that were designated as OZs were centered on the downtown/Central Eastside areas of the city and four tracts on the east side of the city. Of the four tracts on the eastern side of the city, the larger tract on the northern border of the city holds Portland International Airport.

When examining the cluster identification of the



**Figure 1: Portland OZ Designations**

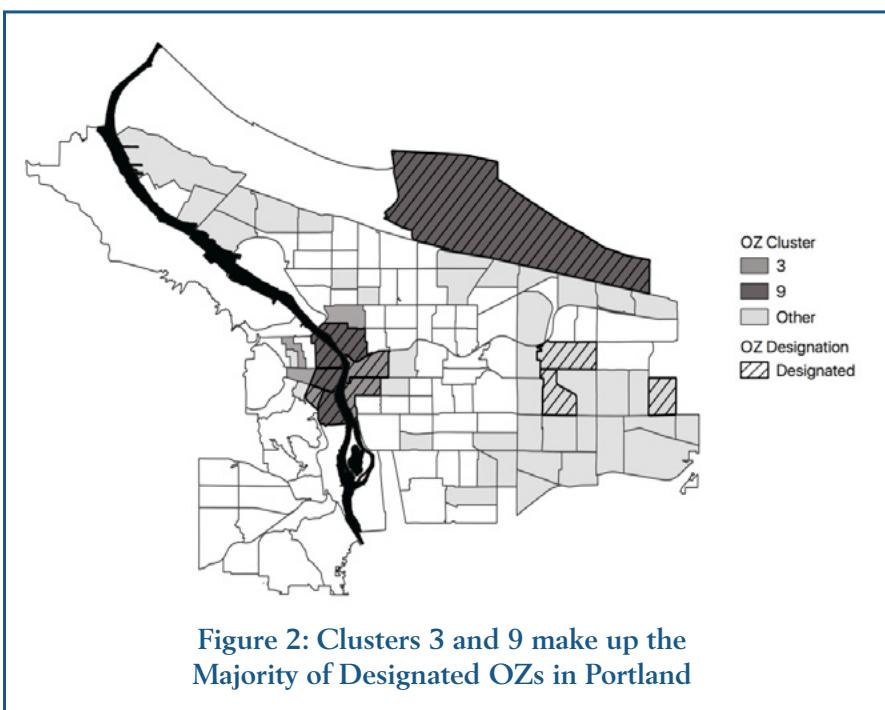
designated OZs in Portland, we found that 8 out of 11 belonged to cluster 3 and 9, the tracts least in need of additional development subsidy (Figure 2). In short, OZ designation in the City of Portland was heavily slanted towards already development-rich areas of the city. Portland is an interesting example of the uneven nature of OZ designation in addition to offering an illustrative example of the utility of our tract typology.

**Conclusions**

The Opportunity Zone program is already responsible for tens of billions of investment dollars in designated zones, but confusion remains both at the local level, as well as among researchers, as to what tract attributes make them attractive for investment or how to evaluate the program's impacts. Our research sought to offer some clarification to the former issue by developing a typology of tracts. We identified two clusters that were more job rich, had higher overall investment scores and lower levels of deprivation than related tracts. Tracts in these two clusters were also more likely to be designated as OZs compared to tracts in other clusters.

*(continued on page 3)*

**Figure 2: Clusters 3 and 9 make up the Majority of Designated OZs in Portland**



**UNDERSTANDING OZs, CONT. FROM P. 2**

While our approach is at a large city-wide scale, our approach could be reproduced at smaller scales or using other publicly available data. Planners are no strangers to index construction or designing typologies. This model-based clustering analysis offers significant benefits over some existing popular approaches while being available for free through open source software.

I believe that planners working with their local OZs should find better ways to organize and categorize them. Tracts, like those in clusters 3 and 9 that are already attractive for investment may be good targets for community benefits agreements or similar community or workforce based programs in exchange for additional subsidy on top of the OZs. Conversely, tracts that are less attractive for investors, like tracts in outer east Portland, may require more subsidies such as property tax deferrals, loosened zoning variances or additional infrastructure investment. Not all OZs are created equal, but planners still have tools available to them to better take advantage of the potential benefits of the program.

**References**

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**Footnote**

<sup>1</sup> The "RC" columns correspond to the principal components calculated from the LODES data. RC 1 is the combination that we broadly label as services, such as finance, information, professional services, and food/accommodation. RC 2 relates to goods production, logistics, and construction incorporating construction, manufacturing, warehousing, and wholesale jobs. RC 3 includes a mix of agriculture/mining, utilities, arts, and public administration jobs. Finally, RC 4 represents education and healthcare jobs.

— Jamaal Green is a postdoctoral scholar in the Department of City and Regional Planning at the University of Pennsylvania. His research involves the application of spatial analysis to questions of economic development. Pre-print copy of the journal article by Jamaal Green and Wei Shi, "Classifying Opportunity Zones: A Model-Based Clustering Approach," is currently up on Scholarly Commons at Penn Libraries: <https://repository.upenn.edu/do/search/?q=jamaal&start=0&context=212374&facet=2022>.

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**Notes From The Chair****I don't know why I like it. I just do.**

by Sean M. Maguire, AICP CEcD  
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This spring, I took on the task of teaching a new course in the graduate planning program at the University at Albany. When these opportunities come along, I get so emotional, in a sense. When new challenges are put on the table, I seem to have the same emotional response: excitement, dread, relief. As an adjunct professor, it seems as if I repeat this cycle each week.

**I wish I didn't like it so much**

Excitement is always the initial response that kicks off this cycle. I love kicking off new projects or in this case a new class. I've had the opportunity to develop and deliver my fifth course in the program since I started as an adjunct professor a number of years ago teaching a one-credit Planning Ethics course. It's exciting to me to dive into the subject matter and have the chance to think about the topic at hand. I've since moved on to teach courses about comprehensive planning, economic development, local government management, and now plan implementation. Each time, the thrill of the opportunity hits me without fail.

**I shouldn't get so hung up on you**

And then, about one or two days before the course, I get hung up with the sense of dread that washes over me — maybe tinted with a sense of regret. I have big expectations for the class each semester and each week that we meet. Yet I don't feel like I'm always as ready as I would like to be. There are always one or two more things I wanted to read. There are always one or two more edits I want to make to the materials. But the reality of it all is that the time is up and pencils are down. I have to deliver with regrets and all.

**See, I remember...**

Finally, about halfway through each class, I'm washed with relief. Relieved that the class is active and engaged. Relieved because despite my desire to add more to the class, I've actually been well prepared and not losing the class by burying them in information that won't stick by the end of the semester.

I don't think that these are feelings isolated to that experience alone. But as an adjunct professor, I'm balancing my teaching responsibilities with my professional and career responsibilities. In fact, I think that these are probably similar to some of the emotional responses we have in our day-to-day assignments, whether we recognize them or not. For example, the prospect of a new Economic Development Plan comes with a tremendous feeling of excitement about the opportunities that are soon to be laid in front of us as professionals and in front of the community as a whole. This is the time to dream and think of new ways to solve old problems.

As time goes on, I'm rather confident that we experience a sense of dread — sometimes for the unkind words and comments that are uncovered in public, be it via social media, workshops, or other interactions. Or maybe the dread comes because at times, it seems as if the job is never done. (Is it really ever, truly complete?) But that dread doesn't overpower us or stop us from moving ahead.

And at last, the relief of completing a high-quality project also comes with a sense of pride in ownership. The task at hand is complete and the cycle continues with implementation, evaluation, and modification to follow. Just remember, this is all part of the process. And if you're not working with emotion, you can't work with empathy, and that truly turns our work into just another job — not the career or passion that we all share as planners and economic development professionals.

*Source: Kelly, T. and Steinberg, B. (1987). So Emotional [Recorded by Whitney Houston]. On Whitney. [cassette tape]. San Rafael, CA: Arista Records (1987).*

— Sean M. Maguire, AICP CEcD is Chair of the Economic Development Division. He's the Director of Planning and Economic Development for the Town of Colonie, New York and is an adjunct professor of planning and public administration at the University at Albany, SUNY.

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## CASE STUDY SPOTLIGHT: Denton County, Texas “Open” Grant Program

by Vicki Oppenheim, AICP

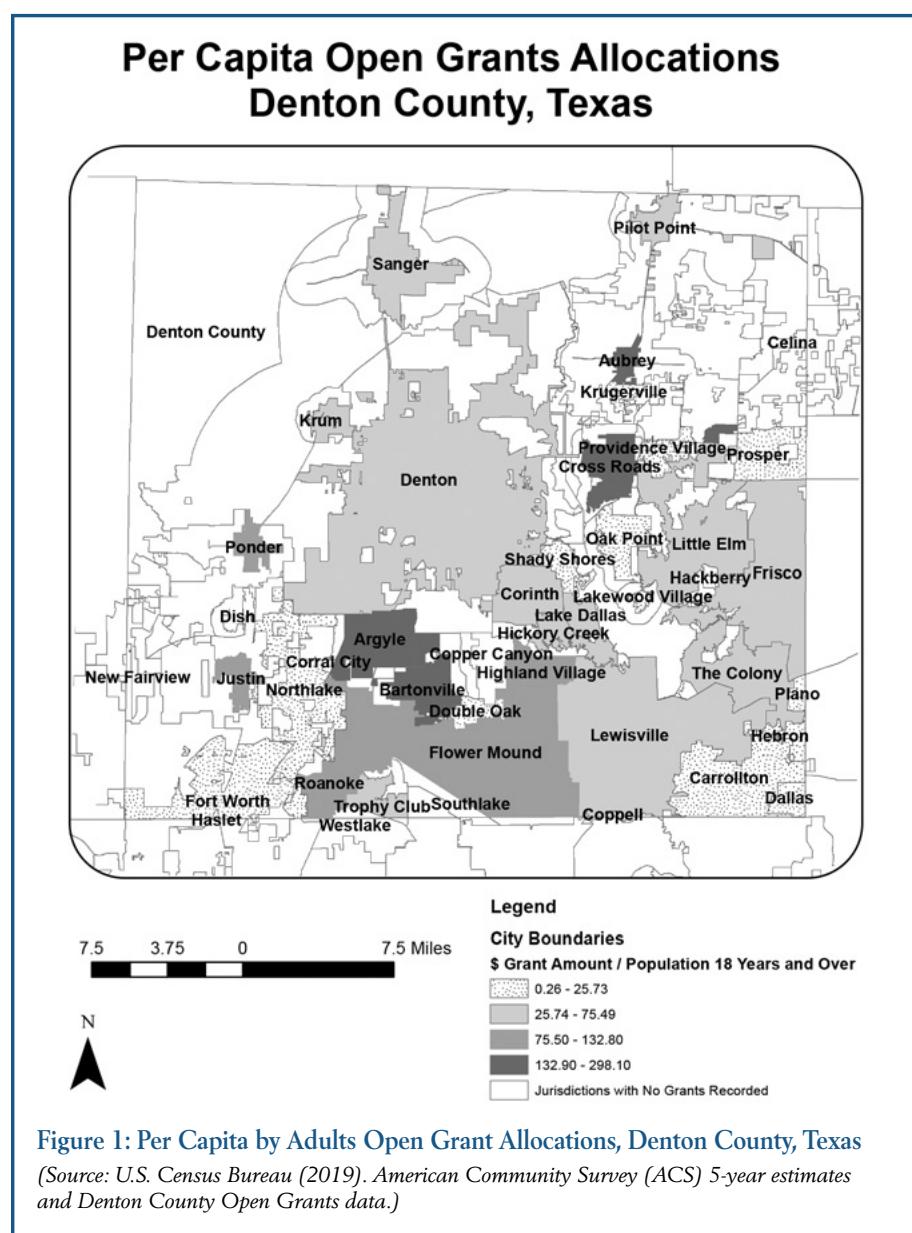
*During the most difficult period of the Covid-19 lockdowns and economic upheaval, I knew two business owners in health services that received “Open” grants from Denton County, Texas. These grants assisted the businesses to stay open and not go out of business when they lost most of their clients within days of the Texas state lockdowns for non-essential businesses in March 2020. I am highlighting a few features of this program that may give insights for other economic development agencies that may want to create similar programs in the future.*

In 2020, Denton County (population 906,422) located in the Dallas-Fort Worth Metroplex, created an economic grant program to assist businesses during the Covid-19 lockdowns and business reductions. Denton County Economic Development and the Denton County Commissioners initiated the creation of an emergency economic assistance program, “Denton County Operational Plan for Economic Normalization (OPEN) grant.”

County officials developed many aspects of Phase 1 even before Federal aid arrived because they wanted to get money into the hands of business owners as quickly as possible. At first they thought they would distribute “rainy day” money from the \$2.1 million by CoServ Capital Credit funds, from a local utility company. After CARES ACT federal funds arrived, the County ultimately awarded 38.28 million in CARES ACT federal funding, vital for the program’s success: “Cares Act funds were very important. We would have just two million dollars and then what?” (Talley 2022).

Even before the federal funds came through, Denton County consulted with other Texas counties to figure out the most expedient method of getting the most money

(continued on page 7)



**DENTON COUNTY, CONT. FROM P. 6**

distributed to local businesses. They utilized creative ways of staffing the program and publicizing the grant applications.

**The Program Guidelines**

The Phase 1 (May 2020), Phase 2 (June-July 2020), and Phase 2.5 programs (2020), funded by the CARES ACT, provided 1,776 grants with an average of \$21,526 per grant. Each phase had different requirements and maximum award amounts (Table 1).

Phase 1, in May 2020, only allowed funding for non-essential businesses, smaller-sized businesses with 50 employees or less, and those that could not open or were only partially open under the Texas Governor's Covid-19 emergency orders. Essential businesses, such as health care facilities and grocery stores were not subject to the same lockdown rules or restrictions by the Texas Governor as non-essential businesses and were not qualified for the Phase 1 grants. Businesses that were fully closed would get 100 percent of the grant allocations and partially closed would get 75 percent (Table 1). Based upon community feedback and business trends, Phase 2 of the program included essential and non-essential businesses as well as businesses up to 100 employees. The program

funded many categories of business expenses: payroll, contract labor, supplier payments, rent or mortgage payments, business property payments, technology, utility payments, business operations costs, sanitation supplies, and interest payments.

Phase 1 funded 441 grants but by Phase 2, that number increased 175% to 1,213 grants. In Phase 2, the County expanded the maximum grants to \$50,000 and allowed for larger companies to apply with a 100 maximum for employees rather than 50 as allowed in Phase 1. A third phase was added, Phase 2.5, for recipients from Phase 2 that needed additional grant review and the County awarded an additional 122 grants.

**Administration**

One creative aspect of the program was the approach to staffing of the administration duties to expedite funding and "try to get money out as quickly as possible." (Talley 2022). To eliminate administration costs of an outside contractor and reduce program start-up time, the County utilized its employees to review applications and administer the program. This saved an estimated 18 to 30 percent of funding that could instead go directly to businesses. Given the unique situation where many County employees

were not doing their usual job tasks because of Covid-19 lockdowns and reduced County activities, the staff from the auditor's office and other offices were asked to administer the program.

**Expediency and Marketing**

Another aspect of getting the money out as quickly as possible was the marketing campaign to publicize the program and application deadlines. The local chambers of commerce and social media were important components of marketing with links provided to the "Open" website. One essential outreach approach was to do marketing in various communities in Denton County. Michael Talley, the Economic Development Director, for example, spoke live on Korean radio to publicize the Open grant program to Little Korea. Talley's marketing pitch was translated live while he was on the air. The marketing program was effective given the short time frame. From the application data, the applicants responded that they largely heard about the program through chambers of commerce, word-of-mouth through family and friends, and social media (Table 2).

Phases 1 and 2 grant funding (excluding 2.5) supported 10,401 employees and assisted 1,385 businesses. Their distribution across the

County is shown in Map 1 by per capita. Almost one-half (45.3%) of the Phase 1 and 2 grants received were for small businesses with one to four employees.

The grant distribution across Denton County is shown in Figure 1 per capita (adults). For all

*(continued on page 8)*

**Table 1: Summary of Open Grant Program**

Phase	Total Amount Awarded	Number of Grants	Average Grant Amount	Types of Businesses	Maximum Grant	Maximum number of full-time employees	Revenue Cap
Phase 1	\$3,099,381	441	\$7,028	Non-essential/partially open	\$10,000	50	\$7 million
Phase 2	\$31,930,595	1,213	\$26,323	Essential and non-essential	\$50,000	100	\$15 million
Phase 2.5	\$3,252,016	122	\$26,656	Essential and non-essential	\$50,000	100	\$15 million

## DENTON COUNTY, CONT. FROM P. 7

three phases, the most money was distributed in the larger cities of Denton County, such as Denton (pop. 136,195), Flower Mound (pop. 76,555) and Lewisville (pop. 106,386) but per capita calculations indicate a different pattern. A larger proportion of grant money per capita was allocated in smaller cities such as Argyle (pop 4,112), Bartonville (pop. 1,558), Aubrey (pop 3,731), and Cross Roads (pop. 1,317). Further research is needed to evaluate factors in per capita distribution such as marketing efforts, the business climate, demographic profiles, or other factors. Denton is a college town with a younger population than some surrounding cities, and perhaps there were fewer businesses per capita that were eligible for the grant. Overall, however, given the short time frame and difficulties with the pandemic, the County was able to distribute millions of dollars to businesses within a few months.

**Table 2: Marketing Outcomes for Open Grants**

How Heard about Program	Percent of Recipients
Family/friend	24.72%
Chamber	31.16%
Economic development corp.	6.70%
Other	11.92%
Print	1.19%
Social media	24.31%

## Conclusions

The Open Grants program provided vital business funding through 1,776 grants in Denton County with an average of \$21,526 within a few months of the Covid-19 economic crisis. Phase 1 awarded an average of \$7,028 in grants to non-essential businesses (as related to the State's lockdown) and businesses with closures. After March, the County quickly revised the program to address ongoing business needs and expand the eligibility requirements, resulting in average grants increasing by about \$19,000. Their

unique approach to using County staff and wide-ranging marketing across the county resulted in quickly allocating grant money within a few months in the spring and summer of 2020.

Further research is warranted on the grant outcomes and how businesses thrived or did not thrive following Covid-19 disruptions. Additional research could also include demographic data on recipients as well as the types of businesses, or NAICS codes, that categorize the businesses that received grants. Demographic and business data would provide further insights on the per capita distribution of grants across the county.

— Vicki Oppenheim, AICP is an urban planner and geographer in Denton, Texas. She is principal of Green Leaf Environmental Planning and has done urban planning and GIS in DFW for 20 years. She is finishing an additional master's in economics this May from the University of North Texas and will be using econometric analysis for data-based approaches to projects and planning efforts. She serves as EDD Communications Chair.

## Sources

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Denton County, Open Grants website, [www.dentoncounty.gov/1433/OPEN-Grants](http://www.dentoncounty.gov/1433/OPEN-Grants).

Denton County Open Grants summary and raw data, January 28, 2022.

Interview with Michal Talley, former Director of Economic Development for Denton County, January 28, 2022.

U.S. Census Bureau (2019). American Community Survey (ACS) 5-year estimates.



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**Member Spotlight**

# Meet Robert M. Lewis, FAICP, CEcD

*Interview by Joseph Laws. Responses have been edited for concision.*

**R**obert M. Lewis, FAICP, CEcD, is an Assistant Professor of Urban Planning and Development at Saint Louis University and previously worked for 29 years as principal of Development Strategies, a community and economic development consulting firm, which he co-founded in 1988. Bob started his career in 1976 as a planner and economist for St. Louis County, Missouri, after completing his master's degree in City & Regional Planning at Southern Illinois University Edwardsville.

**How long have you been a member of APA's Economic Development Division?**

Probably since divisions were created within APA. I was very active for many years, eventually becoming chair of the division in 2010-2012. I am a long-time believer in the powerful overlap of planning and economic development.

**What was the last APA event you went to (in-person or virtual)?**

At the national level, I attended the National Planning Conference virtually last spring. I also participated in the Missouri Chapter virtual conference last October and I'm a regular at our St. Louis Metro APA Section lunch meetings each month. These have been virtual for, well, two years now!

**How has the pandemic influenced your work?**

It has been a positive experience to see cities and economic development organizations use this "down time" to plan for the future. They are all willing to work toward more economic resiliency and revised codes and incentives that adapt to business and employee needs—more outdoor dining, reduced demand for office space, etc.

**Is there a project your organization is currently working on that you are excited about?**

At Saint Louis University, I helped create the Community Planning Lab (CPL) as the consulting arm

of the Urban Planning & Development master's degree program. I hire grad students to work on outside assignments in the community. We are finishing up the economic development elements of a comprehensive plan for a large, suburban St. Louis city, Florissant, and we're particularly excited about the city's willingness to pursue business growth outside their decades-long dependence on retail sales.

**What trends in economic development do you think are most important for planners to consider?**

The constant need to retain and expand local business and employment (BR&E programs). This is mundane, day-to-day work that is critical for sustaining communities, tax bases, and quality of life. The big trend, therefore, is an increasing recognition of the critical role of "quality of life" that attracts and retains population, workforce, and businesses. U.S. population and labor force growth is slowing dramatically. Economic development competition is more and more in having wonderful communities to live in. Good labor forces will attract and retain good employers.

**What strategies do you see to ensure your economic development practices are equitable and inclusive?**

Strongly borrowing from city planning itself, economic development strategic thinking needs to include strong community engagement. Gone are the days when economic data and the leadership of big businesses in a community have the entire say. Even economic developers are asking for input from the workforce and from community groups to try to include multiple points of view before embarking on implementation of growth programs or the use of various incentives.

**What has been your biggest career takeaway from working in the economic development field?**

The increasing value of planning for economic development. There has been an enormous shift since the 1970s in how economic development is practiced, mostly with an emphasis toward strategic approaches that require data, partnerships, projections, planning, and consensus. It is a wonderful blending of the two professions.

*(continued on page 10)*

**MEMBER SPOTLIGHT, CONT. FROM P. 9****What advice do you have for younger planners starting in economic development?**

The planning process is fully relevant to economic development. Use that process, study it. But also study economics to understand how communities are reliant on capitalism — well, let's say regulated capitalism. Study how real estate development works from both the private and public perspectives (city's regulate development, you know!). Economic developers are partly about getting things built. (I went so far as to obtain a real estate broker's license years ago — not for the license, but for the classes to learn about real estate. I've since dropped the license, but I still have the knowledge.) Also, study the labor market. Know about educational and training expectations for occupations in your city. Make friends with teachers, professors, and trainers so you can learn from them and help them in guiding the future labor force. Always be strategic; no smokestack chasing. Figure out where your community fits within the trends and forces of the larger economies — regions, states, nation, and world. Don't try to be something you can't be. Work hard to assure that you are maximizing value and growth within your community's strengths. Economic development, and the planning for it, is day-to-day work — enjoy going to work!

**How do you like to spend your time outside work?**

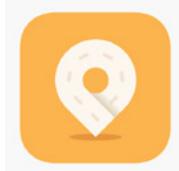
Mostly furniture-making in my increasingly growing basement shop. Well, any carpentry, really. I love figuring out how best to address a challenge for storage, function, and design, and how to join the wood. I've got a lot more to learn, but my daughters keep me busy supplying their households with furniture! I also love bike riding and traveling. I serve on three non-profit boards, one of which promotes urban biking. And, as empty-nesters, my wife and I are doing a lot of world-visiting.

**Favorite movie?**

1776. Annual ritual in our house is to watch it on 4th of July. A dramatic and humorous reminder of what this country stands for, how hard it was to come to consensus (but they did it!), and what our Founding Fathers decided not to include in our founding document. We're still grappling with all those issues.

## Apps We're Using: Mini Motorways

by Sean Maguire, AICP CEcD



I'm the type of smartphone gamer that uses something for a couple of weeks and then forgets about it. Most free games come with some limitations before forcing you to buy and unlock a feature that helps with the overall game play. While this game is somewhat similar, what's different is that it comes as part of the Apple Arcade in the app store. No add-ons to buy as long as you subscribe. I was already using Apple TV and cloud storage, so I put down the extra couple dollars to get some new games each month. I invested much more in arcades in my youth.

Mini Motorways presents the gamer with the challenge of moving traffic — or rather commuters — from a color-coded home to a color-coded business. The first week is rather easy. There is only one color to worry about and the commute is short. As time goes on, the city starts to sprawl out. More colors are added to the game. Businesses also get bigger and have higher traffic demands. At the end of a successful week in the game — defined as not having a business fail because it didn't see enough traffic — gamers are gifted with two options for traffic features that include a roundabout, traffic light, bridge, or freeway along with some additional road tiles to connect the city.



So far, I've managed to move a few hundred cars before a business fails. It's strategic and fun, but probably not an example of good planning in the sense of building a place beyond a car metropolis. As long as you don't overthink it, it's a fun little game. A couple of "weeks" of building out a small city in Tokyo.

So, I'm sure to keep playing for a little while longer. And when I tire of this one, I'll be tempted to take my skills underground to another title by the same developer, but this time...it's all about subways.

# Meet the newest Division FAICP members

Induction to the AICP College of Fellows is the highest honor the American Institute of Certified Planners bestows upon a member. Fellows of AICP are nominated and selected by their peers to recognize and honor their outstanding contributions as a professional planner. All Fellows are long-time members of AICP and have achieved excellence in professional practice, teaching and mentoring, research, and community service and leadership. Please join us in congratulating the following members of the Economic Development Division who have been newly named Fellows of AICP.

## Luis Nieves-Ruiz

Originally from Puerto Rico, Luis Nieves-Ruiz' career contributions have enhanced economic development, regional food systems, and community revitalization planning. Luis' exceptional leadership in Central Florida includes many years of volunteer service to underserved communities and initiatives to diversify the profession. Luis holds a Master of Regional Planning degree from Cornell University and serves as Economic Development Manager for the East Central Florida Regional Planning Council in Orlando, Florida. His accomplishments have been recognized by the National Association of Development Organizations, Urban Land Institute, Next City, Wallace Center at Winrock International, Big Brothers Big Sisters of Central Florida, and Leadership Florida.



## Michael Southard

Michael has applied a civic entrepreneurial approach to address community problems for nearly 30 years. He is dedicated to empowering citizens and community leaders to visualize their desired future and employing planning principles to achieve it. Michael's leadership includes both his geographic and professional community at local, regional, state, and national levels. Michael's entrepreneurialism has successfully addressing issues ignored or deemed too difficult to address by others. While focusing on small town America, he is also highly engaged and positioned in national-scale innovation. Peers nationwide seek advice and assessments. Michael is considered a trend-setter in cutting edge solutions and tangible results.



### FAICP members in the EDD

#### State Chapter

John Accordin, FAICP	VA
William Anderson, FAICP	CA-SD
Owen Beitsch, FAICP	FL
Cynthia Bowen, FAICP	IN
Stephen Friedman, FAICP	IL
James Gahres, FAICP, CEcD	VA
George Homewood, FAICP	VA
Kristin Hopkins, FAICP	OH
Patricia Joiner, FAICP	TX
Gil Kelley, FAICP	OR
Rebecca Leonard, FAICP	TX
Peter Lowitt, FAICP	MA
John Mullin, FAICP	MA
Luis Nieves-Ruiz, FAICP	FL
James Peters, FAICP	IL
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Michael Southard, FAICP	OK
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See recent posts to find links to our scholarship application, webinars, articles of interest, and more.  
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## Resources

- IEDC: International Economic Development Council: **"A Playbook for Equitable Economic Development"** is an essential resource for evaluating economic development programs in terms of structural racism and equitable practices:  
[www.iedconline.org/news/2022/02/04/press-releases/iedc-releases-equitable-economic-development-playbook-announces-first-equity-communities-cohort/](http://www.iedconline.org/news/2022/02/04/press-releases/iedc-releases-equitable-economic-development-playbook-announces-first-equity-communities-cohort/)

- U.S. Census

**"How to Select a Customized Area to Perform an Analysis of Labor Market"** is an informative webinar on how to use free Census resources to do GIS analysis in your community:

<https://tinyurl.com/mwf7fbwu>

- The National Association of Counties and ESRI: **A Focus on Housing, Economic Development, and Planning**

[www.youtube.com/watch?v=kkl9mKYKBjk](https://www.youtube.com/watch?v=kkl9mKYKBjk)

A look at Federal programs using GIS

- Planetizen: This article discusses the definition of urban villages and how to use them in economic development.

### **Urban Villages: The Key to Sustainable Community Economic Development**

Please submit any relevant resources for the EDD to feature in our email newsletters or *News & Views* to Vicki Oppenheim, AICP, EDD Communications Chair, at [vicki@greenlep.com](mailto:vicki@greenlep.com).



## **WE WANT YOU to be a Division volunteer!**

The Economic Development Division has immediate openings for these leadership positions. Will you step up to the challenge?

Contact us at [info\\_EDD@planning.org](mailto:info_EDD@planning.org) to learn more!

Conference Committee Chair  
Learning Committee Chair  
Membership Committee Chair  
Marketing Manager

Newsletter Coordinator  
Fellowship Coordinator  
Conference Reception Coordinator  
Student Representative

A full description of positions can be found at  
<https://economic.planning.org/membership/volunteer/>

## Opportunities

### ■ Call for *News & Views* Articles

Do you have a new economic development project or recent research that would be of interest to other economic development planners? We are seeking articles on the latest trends in economic development and urban planning. Please contact us at [vicki@greenlep.com](mailto:vicki@greenlep.com) if you have a project or idea you would like to highlight. Deadline for the next issue: May 15.

### ■ Refer a speaker

Know a great Division member-presenter or expert who can inspire our planning community at a future conference? Send us their name at [www.planning.org/conference/proposal/refer/](https://www.planning.org/conference/proposal/refer/) (here is a secret: you can refer yourself!).