

NEWSBRIEF



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Making Great Communities Happen

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Inside this issue:

President's Column	2
Growing Toward the Future: Building Capacity for Local Economic Development	5
Homewood Leading the Way	11
AICP News	12
ECDC Update	13
Member News	13
Meet Virginia's Newest FAICP	14
Advertise With Us	15

Deadline

for fall issue is
September 21, 2012.

Summer storm, Piedmont, VA. Flickr.

Virginia's Planners Gathering Once Again at Wintergreen Resort

By Earl Anderson, AICP, Vice President of Chapter Affairs

If you are joining the Chapter at its upcoming annual conference or you are still thinking about joining us, know that we have a wonderful slate of events and hopefully some cool weather to offer you. The conference starts Wednesday, July 18th, and runs through noon on July 20th at Wintergreen resort. Conference registration will remain open up until the day of the conference, with rates under \$300 until July 10th when late fees will apply.

This year's annual conference theme is "Restoring Strength and Economic Prosperity to Virginia through Planning" with many of our sessions giving planners from around the state the opportunity to share successes and lessons learned in a variety of planning specialties. There is a broad range of interactive and motivational sessions on the agenda. Check out the conference page on the Chapter's website (www.apavirginia.org) to see a draft agenda and links to registration. The sessions have been submitted to AICP for certification maintenance credits, so this could be your opportunity to knock out much of what you need if you are looking to earn credits.

On opening day, attend a full day of conference sessions, including a session to garner you CM law credit. Listen to our keynote address provided by author, journalist, and professor Tony Hiss. See the special article here in Newsbrief on his address and stay around after to buy his book and get him to sign it. Additionally, there is a wonderful mobile workshop going off the mountain to the City of Lynchburg.

As is our tradition, the Welcome Reception will be held Wednesday evening to allow attendees to reconnect with colleagues and enjoy the beauty of Virginia's mountains.

Thursday offers another full program, including an ethics CM session. Furthermore, after lunch APA Virginia will present the Planning Awards Session. Nominated by their colleagues and evaluated by a jury of their peers, this year's exemplary winners will be honored for their hard work, creativity, and leadership in the field of planning. Additionally, another mobile workshop will go to the historical sites in Albemarle County. Continued on page 3

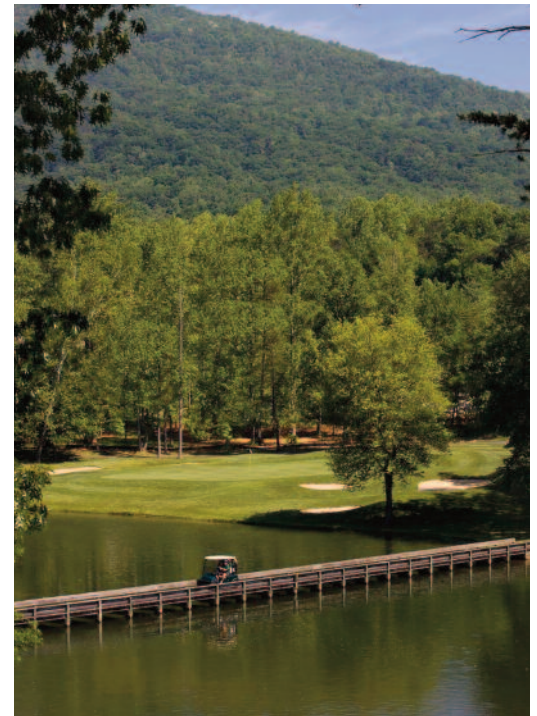


Photo courtesy of Wintergreen Resort.



APA Virginia President's Column — July 2012 Edition

By George M. Homewood, AICP

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Alice in Wonderland: *Would you tell me, please, which way I ought to go from here?*

The Cheshire Cat: That depends a good deal on where you want to get to.

Alice: I don't much care where ...

The Cat: Then it doesn't much matter which way you go.

Alice: ... So long as I get somewhere.

The Cat: Oh, you're sure to do that, if you only walk long enough.

— Lewis Carroll, *Alice's Adventures in Wonderland*, 1865

As I write my first column as your Chapter President, I thought I'd share with you one of my favorite planning quotes. It is often used in the short form of, "If you don't know where you are going, any road will take you there." I believe the lesson in these words is that sometimes, instead of simply lauding the virtues of planning, we need to point out the pitfalls of not planning or not planning for a time sufficiently far away.

Successful businesses and families in follow a plan. Julius Caesar followed an exacting plan for every camp and town he set up during his campaigns. The Virginia Company sent a plan for what would become with the initial voyage of colonists. Williamsburg was laid out based on a plan that clearly recognized the need for effective public spaces. Communities that follow plans are able to meet the needs of their citizens efficiently and effectively. Conversely, most of us can readily find examples close to where we live, work, and play where better planning would have achieved better results.

A recently released APA poll indicates that Americans overwhelmingly support planning (<http://planning.org/policy/economicrecovery/index.htm>) and two-thirds believe their communities need more planning. These are

exciting results and cut across all political affiliations and geographic locations. As was pointed out when APA previewed the poll immediately before its release to the press, this appears to be another example of where Americans are ahead of their political leaders. I encourage all planners to look at the poll results and share them widely.

What I find most striking in the poll results is that Americans want planning and planners to solve big problems—jobs, the economy, education, water quality, transportation. Conversely, nowhere in the poll results do side yard setbacks rise to any level of priority. And coming back to those places where better planning might have yielded better results, how many were created in full accord with local zoning codes? When our codes lead to development with questionable lasting value, should we perhaps consider that we cannot plan through codes? As a profession, have we become so enamored of our codes that we have lost our ability to catch the higher vision?

Our APA President, Mitchell J. Silver, AICP, likes to remind planners that we are the guardians of the future. To do that, we must return to our roots of being the profession of big ideas, admonished to "make no little plans"—instead of being just regulators, we need to be visionary. APA is rolling out a series of forums on "The Big Idea" over the next year centered on guiding our communities over the next 50 years. A potential benefit of this initiative will be to allow us as a profession to re-focus our energies, intellect, and considerable abilities on the bigger issues we face as Virginians and Americans. To paraphrase a line attributed variously to people as diverse as Hillel the Elder and U.S. Rep. John Lewis—If not us, then who; if not now, then when?

Thank you for giving me the opportunity to serve you and the Chapter as president. I hope I can live up to your expectations.

George

Virginia's Planners Gathering Once Again at Wintergreen Resort (continued)

On Friday, we wrap up with a half-day program that allows everyone to take in the scenery and enjoy a relaxed lunch at one of Wintergreen's variety of restaurants before heading out to enjoy some of Wintergreen's finest recreational opportunities.

If you enjoy the mountains, want to earn some much-needed CM credits, or just want to get away from the heat, the peaceful setting of Wintergreen offers a wonderful opportunity for you to focus your mind and unlock your creativity. Treat yourself to magnificent mountain views, sumptuous luxury, and thrilling recreation at Wintergreen Resort. Spanning 11,000 acres on the eastern slopes of the, lovely accommodations are surrounded by winding trails, cascading streams, and lush forests. The ultimate four-season vacation or conference spot, Wintergreen Resort is peaceful and refreshing, with an endless variety of activities.

This year's APA Virginia conference isn't at Wintergreen simply because of meeting rooms, fine food, and beautiful settings. We hope it's also the opportunity to refresh and reinvigorate while enjoying 45 holes of golf, award-winning tennis courts, outdoor recreation such as hiking, fly fishing, horseback riding, swimming, and mountain biking, a variety of enticing dining options, or the renowned Wintergarden Spa. For those seeking a memorable family vacation, Wintergreen offers special packages, children's programs at The Treehouse, and a host of special events and activities to keep everyone entertained.

Tony Hiss to Provide Keynote Address

Come hear Tony Hiss, journalist and professor, speak on July 18th at the APA Virginia annual conference. His topic, titled "Deep Travel, Deep Planning," will be presented right after lunch. Like his new book, *In Motion: The Experience of Travel*, Tony Hiss's keynote talk invites us all to get in touch with a state of mind and way of thinking already being hailed as "the best friend anyone in the design community can have." Solving our problems by using more of our minds is a theme that has fascinated Tony Hiss for years. He calls this wide-angle, all-senses-on-deck ability to refocus the mind "Deep Travel," a name that expands on "simultaneous perception," the term he used earlier in his award-winning book, *The Experience of Place*. Deep Travel refers to the fact that most of us use our minds this way when visiting new places, when everything suddenly seems fresh, new, vivid, and memorable. In his talk, as in his book, Hiss explores where Deep Travel came from and how it is

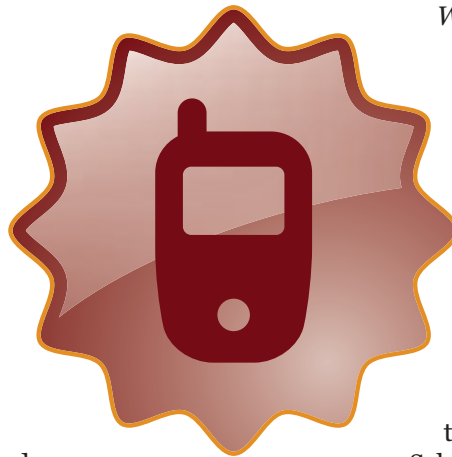
ideally suited to help us handle the kind of the wide-ranging, long-lasting problems the 21st Century is bringing our way. With a wealth of pictures and examples, Hiss shows us how big issues, like the explosive growth of metropolitan areas or the need to find room on earth for nine billion people in only a few decades, seem less confusing when we can see how our own communities are connected to "larger heres" and "longer nows." In addition to which, Deep Travel stretches and refreshes the mind at a time when, more than ever, we'll need all our wits about us.

In Motion marks Tony Hiss's thirteenth book and follows the award-winning *The Experience of Place*. His books have explored subjects as varied as train travel, Hunanese cooking, giant pandas, photography, the story of his family, the landscape of the Chicago region (*Disarming the Prairie*, with Terry Evans, and *Prairie Passage: The Illinois and Michigan Canal Corridor*, with Edward Ranney), and both the landscape and the future of New York City and its region (*H2O—Highlands to Ocean: A First Close Look at the Outstanding Landscapes and Waterscapes of the New York/New Jersey Metropolitan Region*, with Christopher Meier, and *A Region at Risk: The Third Regional Plan for the New York-New Jersey-Connecticut Metropolitan Area*, with Robert D. Yaro). He was a staff writer at *The New Yorker* for more than 30 years, contributing essays, profiles, reviews, editorials, and more than 400 "Talk of the Town" stories, and has also written for *The New York Times*, *Newsweek*, and *Travel & Leisure*. He has lectured around the world and is currently a Visiting Scholar at New York University's Robert F. Wagner Graduate School of Public Service. The National Recreation and Park Association's National Literary Award praised Hiss for a lifetime of "spellbinding and poignant" writing about "how our environments, modes of travel, and other aspects of the American landscape affect our lives." He lives in New York with his wife, writer Lois Metzger, and their son.

Conference Mobile Workshops will Explore Lynchburg and Albemarle

There will be two mobile workshops at the upcoming annual conference, one on Wednesday and the other on Thursday. The first will explore 's Wards Road Pedestrian/Liberty University Tunnel Tours. Lynchburg is a city that remembers its past while focusing on the future - a vibrant central city fostering a strong sense of community, economic opportunity for all our citizens and responsive, results-oriented local government.

Continued on next page



Virginia's Planners Gathering Once Again at Wintergreen Resort (continued)

Lynchburg occupies 50 square miles located near the geographic center of the state, bordered by the eastern edge of the beautiful Blue Ridge Mountains. It is located approximately 180 miles southwest of the nation's capital Washington, D.C. An active community boasting friendly residential neighborhoods, Lynchburg has a tradition of outstanding public education.

Lynchburg operates one of the top school systems in the state and is recognized for its unique Partners in Education program that partners the business and government sector with the schools. The city is also home to five public and private colleges and universities.

Liberty University is the city's largest institution with a Spring 2012 enrollment of 11,953 resident students. Liberty is located in the southwestern corner of the city and its campus is bisected by U.S. Route 460. The campus is also adjacent to Wards Road, the city's largest retail area, but separated by the Norfolk Southern railroad. In an effort to improve pedestrian and bicycle facilities in the area and connect Liberty University to Wards Road, the city adopted the Wards Road Area Pedestrian & Bicycle Plan as prepared by Sympoetica, Community Planners and Designers in September 2009. The implementation of this plan has included both public and private investment as well as public private partnerships to achieve the plan vision.

Mobile workshop participants will have the opportunity to tour the Liberty University campus and its unique and innovative pedestrian and bicycle facilities, which include a series of tunnels and pedestrian bridges along with a trail system located within easements on private property. Participants will also learn how partnerships were formed to move from design to completed project within nine months.



ALBEMARLE COUNTY

The second mobile workshop on Wednesday will explore Albemarle County's rural historic preservation efforts with visits to Monticello, Montalto, and Morven. Pick up for this workshop will be at the Skyline parking area. Most counties in have historic and rural resources which are valued by residents and tourists alike. Albemarle County has many of these resources including the World Heritage

site, Monticello, as well as Morven and Montalto, which are two nearby properties that were also owned by Thomas Jefferson.

Monticello is the autobiographical masterpiece of Thomas Jefferson — designed and redesigned and built and rebuilt for more than forty years. In addition to the main house, Monticello's gardens were a botanic showpiece, a source of food, and an experimental laboratory of ornamental and useful plants from around the world.

Morven is a 2,900 acre estate previously owned by Thomas Jefferson and now owned by the University of Virginia Foundation. Thomas Jefferson purchased the tract in April 1795 on behalf of his "adoptive son," Colonel William Short. After serving as private secretary to Jefferson in France, Short went on to become American's first career diplomat. Jefferson managed the property, renting small plots to a number of tenant farmers who used crop rotation methods developed by to prevent soil erosion. The property changed hands several times and in 1988 was purchased by multimillionaire John W. Kluge. In 2006, Kluge relinquished his life estate to the Foundation which renovated and refurnished the main house, guest house, and meeting barn.

Montalto was originally named by Thomas Jefferson when he purchased the property in 1777. The land was previous owned by the prominent Carter family and had been received from King George II. He never built any structures on the 483 acre tract, although he did draw plans for an observation tower there. Following Jefferson's death, the land passed through numerous owners and name changes. A house and barns were constructed in 1905 and a gift shop was operated out of one of the barns from 1950 until 1959 when the barn was destroyed by fire. After that time, the remaining barns were rented as apartments. Today the property is owned by the Thomas Jefferson Foundation and is once again called Montalto.

Collaborative planning of the Thomas Jefferson Memorial Foundation, the University of Virginia, and Albemarle County to maintain and enhance these resources has been an essential part of preservation efforts. Attendees will learn how viewshed protection, tourism, rural and historic preservation have played roles in the protection of some of Albemarle County's most important assets.

Register for either mobile workshop by visiting the conference page at www.apavirginia.org. ■

Growing Toward the Future: Building Capacity for Local Economic Development

In light of this year's conference theme, "Restoring Strength and Economic Prosperity to Virginia Through Planning," we offer you some perspectives from places around the country on ways that leadership, governance, and planning can provide an environment that is conducive to economic development even in difficult times. Reprinted with permission from HUD USER.

In May 2011, record rainfall and snowmelt caused the Mississippi River to reach its highest flood stage since 1937 in Memphis, Tennessee. In the aftermath of the devastating flood, when the city of Memphis was in the process of redeveloping blighted neighborhoods, city officials encountered what many local governments would say is an all-too-familiar experience. The city's mayor, A.C. Wharton, Jr., describes the difficulties involved in securing federal assistance after the disaster: First I would have to get with FEMA [the Federal Emergency Management Agency]. If I wanted to use Section 8 vouchers, I'd have to go to HUD. If I wanted to get unemployed people back to work, I'd have to go to [the Department of] Labor. If I wanted to make the homes energy efficient, I'd have to go to DOE [the Department of Energy]. If I wanted to use individuals with criminal records, I'd have to go to [the Department of] Justice.

But today, Wharton describes close and productive working relationships between federal and local officials who are getting things done much more quickly, from sharing information about the city's post-flood infrastructure to the e-approval process for certifying women- and minority-owned small businesses. Mayor Wharton says that the federal officials working in Memphis are "close enough to see what we're doing, but they are not so close that they don't give us some slack and become a part of the problem."¹

The improvements in local-federal relationships described by the mayor are possible in part because Memphis is one of seven pilot cities in the Obama administration's Strong Cities, Strong Communities (SC2) initiative. The SC2 initiative is a pilot program designed to help localities realize their own development goals, build assets, strengthen regional economies, and work toward more resilient regions. By providing the pilot cities with the opportunity to take full advantage of connections with and among 14 federal agencies while building on existing local coalitions that have been working to solve local problems for years, SC2 aims to change the relationship between federal and local government.

Wharton says that the new federal support has already been critical in several key economic development initiatives, including the sale of a steamship from the U.S. Department of Transportation's Maritime Administration to bring needed dollars and jobs to the Mississippi riverfront. With federal help, Mayor Wharton says, the city was able to "cut



Improved local-federal relationships are helping Memphis, one of the Strong Cities, Strong Communities pilot cities, realize its development goals and work toward greater regional resilience.

through a lot of red tape" and expedite the project. Wharton expects the SC2 initiative to help the city of Memphis make more flexible use of the federal dollars that are currently available, streamline connections through federal departments, and get things done more quickly.²

The improving nature of this local-federal relationship developing on the ground in Memphis is one objective of the SC2 program. With budgets strained and the economy struggling, metropolitan regions are confronting the challenges of poverty, job and population loss, and rising foreclosures with smaller budgets and fewer resources. Distressed cities and older suburbs are suffering from years of disinvestment in their neighborhoods and the depletion of their property tax bases, which have weakened their organizational and civic capacities.³ Responding effectively to these challenges, whether brought on by a sudden natural disaster or the long-term decline of an industry, is a question of resilience.

As applied to metropolitan regions, resilience is the capacity to respond effectively to a shock, such as the effects of realigning or declining industries, a national economic recession, or a natural disaster. The University at Buffalo's Kathryn Foster says that resilience encompasses attributes that shape a locality's ability to both withstand and respond to shock. In particular, Foster defines regional resilience as "the ability of a region to anticipate, prepare for, respond to, and recover from a disturbance."⁴

What Makes a Region or Locale Resilient?

No magic bullet exists to insulate regions from major disturbances, changes, or shocks, or to help them quickly recover. Metropolitan Continued on next page

Growing Toward the Future (continued)

regions vary in their ability to resist or handle a crisis depending on the nature and severity of the misfortune; they can be strong in one aspect of resilience but not in another. Having the capacity to be resilient varies even within regions. For example, Todd Swanstrom, a professor at the University of Missouri-St. Louis, found uneven responses to the foreclosure crisis within a particular metropolitan area, where some suburbs hit especially hard had no organizational infrastructure to immediately help mitigate the crisis.⁵

The factors that make a region or locality able to withstand or survive a stressful phenomenon are complex and interrelated. Foster's Resilience Capacity Index, developed to help metropolitan areas assess their own resilience, incorporates 12 indicators of capacity that focus on the qualities of a region's economy, its social and demographic makeup, and its community connectivity.⁶

Two qualities not reflected in this index, however, are leadership and governance. These factors are difficult to measure, and the data that do exist are not always applicable to all metropolitan areas, but they are critical nonetheless. If a region's leadership is lacking or divided, or if the governance systems are disconnected or obstructionist, Foster finds that little progress can be made.⁷

When it comes to being able to weather shocks caused by change or misfortune, context is important. In studying economic resilience of communities, a group of researchers led by Edward Hill at Cleveland State University identified key factors in how a community bounces back from economic shock as well as how long it takes: economic structure, industrial concentration, human capital, flexibility of the labor market, and income disparity.⁸ According to George Washington University's Hal Wolman, who worked with Hill's group on the study, whether a metropolitan area avoided economic shock or emerged resiliently depended on "the industry structure of the region and decisions made by individual firms about their own operations, which affected whether those firms would be successful and continue employing people."⁹ Some characteristics that make regions more resistant to economic downturns, for example, also make them less able to recover quickly.¹⁰

Regional stresses affect all who have a stake in a healthy, sustainable community and require a coordinated effort to resist and respond. Swanstrom emphasizes the importance of having all three sectors — public, private, and nonprofit — engaged and collaborating within and across sectors. Local, state, and federal governments provide

infrastructure and policy; nonprofits facilitate collaboration and contribute creative solutions from a diverse set of stakeholders; and the private sector offers quick market responses, technologies, and consumer choices. By maintaining each sector's own attributes and strengths while working together across sectors and within regions, these collaborations effectively secure needed resources and organizational changes.¹¹ To illustrate the importance

of maintaining working connections between the sectors, Swanstrom notes that a diverse, collaborative nonprofit sector can be the source of innovations that make win-win solutions to community problems possible. Competition and self-interest might crowd out this potential if nonprofits were to incorporate market features.¹²

The Role of Leadership and Governance

For there to be a collaborative and regionwide response to a threat, the area's leadership must mobilize individuals and groups to come together, plan and make decisions, and carry out agreed-on

strategies.¹³ Regions whose leaders adopt more creative responses, promote the diversification of their economies, and respond quickly are more likely to adapt well to regional change.¹⁴

Hill et al.'s case study of Charlotte, North Carolina's response to an economic threat precipitated by the collapse of a major industry shows how this regional adaptation can unfold. The Charlotte-Mecklenburg metropolitan area faced a classic economic shock in the 1980s, when the textile industry — a major job creator — was in decline. At about the same time, leaders in the region's banking industry had begun exploring ways to expand banking practices by forming multiple branches throughout the state, merging banks and branches, and eventually expanding beyond state lines. The legislatures in four states, anticipating future economic opportunities, passed reciprocal branch banking bills and formed a southeastern market for the industry. This early banking experience of the region's financial institutions left the Charlotte region well positioned when the U.S. Supreme Court declared interstate banking constitutional in 1985. The decision represented an opportunity for Charlotte's financial sector to expand and seek depositors nationwide.

With this growth, the financial industry's leaders saw a need for downtown revitalization that would help recruit financial talent. Along with regional energy company Duke Power, financial leaders worked out a public-private strategy in which the city agreed to provide improved crime protection and



Regional stresses affect all who have a stake in a healthy, sustainable community.
Beyond Housing

Continued on next page

Growing Toward the Future (continued)

infrastructure such as parks and street lighting, while the private sector would help develop businesses, housing, services, and amenities in the downtown area. Civic groups and other public-private partnerships collaborated on economic development initiatives, helped establish university doctoral programs, implemented a welfare-to-work program, and jointly planned and worked to make Charlotte a desirable place to live. Although the banking industry was initially able to import a highly educated workforce, public and higher education programs were enhanced to sustain the new industry in the long term. Charlotte would go on to become a hub of banking and finance that employed 35,000 people in commercial banking-related firms in 2005, up from 9,000 in 1980. In the Charlotte region, says Hill, “the state plowed the field, and prepared it for an important entrepreneur [the banking and finance leadership] to come in to effectively change the economy. Being ready, being responsive, and having your fundamentals right is what government can do.”¹⁵

Hill saw little evidence that traditional strategies such as tax subsidies, promoting an area’s strengths, or even job training programs had any short-term impact on a region’s resilience. Government policy, too, played no significant role in the short term. What government could do, however, was support residents and constituents with services and programs.¹⁶ Government can also support regions as they develop important traits for resilience,

such as the ability to cooperate to reach common goals and to recognize challenges when they occur.

Also critical are leaders’ ability to understand the nature of the problem, to promote experimentation, to be open to new ideas, and to be willing to cooperate and coordinate with other jurisdictions when appropriate — that is, a willingness to govern regionally. Leaders must also think in the long term, often a difficult undertaking for government leaders because long-term goals rarely align with the short-term nature of political office. The problems and needed changes may present obstacles so significant in scale that they are impervious to a short timeframe.¹⁷



To attract and maintain a highly educated workforce in Charlotte, North Carolina, public and higher education programs were enhanced to sustain the new banking industry in the long term. (Photo shows the University of North Carolina’s Atkins Library.) UNC Charlotte, Wade Bruton, Photographer

Building on Community Ties

Community participation and collaboration that is broad and inclusive, researchers report, is crucial for building regional capacity and results in governance suited to the preferences of a locale. Regions that have developed their economies in a collaborative way find that the deliberative process is effective in establishing and maintaining consensus and understanding of decisions. The process can thus result in greater transparency in governance as well as in innovation and growth in civic capacity and resilience.¹⁸

The importance of the configuration of this collaborative process is no more apparent than in the case of two Rust Belt cities struggling to recover from the long-term stress of manufacturing decline, as chronicled in Sean Safford’s *Why the Garden Club Couldn’t Save Youngstown*. Safford, a fellow at the Massachusetts Institute of Technology, studied civic organizations in Allentown, Pennsylvania and Youngstown, Ohio that engaged in community problem solving in the 1970s and 1980s to address their communities’ economic decline. Safford found through rigorous comparative analysis that the effectiveness of these organizations’ efforts varied depending on the broader networks in which they were embedded.¹⁹ In Youngstown, which was less successful than Allentown at pulling out of economic decline, members of civic organizations such as the Red Cross or the Garden Club were unable to successfully work together for change because they were already well connected to one another in other social, civic, or economic roles (such as through clubs, churches, boards of directors, country clubs, or parent-teacher associations). Their close-knit, exclusive interactions tended to preserve the status quo and prevent the innovation that springs from exposure to new ideas and people with pertinent knowledge and competencies.

Safford found that insular, noninclusive connections, or ties, between actors in Youngstown “may have done more harm than good by strengthening the ability of a small group of actors to assert narrow interests over those of the community more broadly. Moreover, these ties ultimately proved extremely brittle, leaving the community without strong leadership when it was absolutely necessary to have it.” Such social connections left the actors inflexible and unable to adapt sufficiently when change was needed. In Allentown, by contrast, the “civic ties among elites connected actors who were not otherwise connected,” thus bridging the civic and economic communities more effectively and mobilizing needed external resources.²⁰

The importance of looser, bridging ties is documented most famously by sociologist Mark Granovetter and in the literature on social capital and network analysis.²¹ Strong ties tend to bind people to Continued on next page

Growing Toward the Future (continued)

smaller, less diverse, or closed groups, whether kin or interest groups, but weak ties allow for more bridging of boundaries and offer more networking opportunities, thereby expanding the information, ideas, and influence available for problem solving. As Christakis and Fowler put it, “There is a trade-off between building stable relationships with a certain group of partners and being willing to leave those relationships when changes in the market cause them to lose viability. It is important to have a mix of strong and weak ties, and hitting the sweet spot is key.”²²



The New Orleans Citizen Participation Project provides the opportunity for neighborhoods to help shape city government decisions, priorities, and solutions to common problems. *Committee for a Better New Orleans and the New Orleans Citizen Participation Project*

Margaret Weir et al. confirm the importance of the configuration and mix of connections in their study of transportation policy in Los Angeles and Chicago. In both regions, new actors and regional networks emerged that were dedicated to changing policymaking in transportation. In Los Angeles, however, the “network that emerged died out after a decade of activism.” In Chicago, by contrast, the network grew stronger and expanded, and community voices were supplemented with “power brokers,” including government officials and key stakeholders in the business community.²³

These connections empowered Chicago’s regional network to effect the changes in state laws needed to support their regional goals. In Los Angeles, the network “linked a group of mostly weak actors. The activities and development of the Los Angeles network show that establishing only broad horizontal ties among groups that lack vertical power provides a weak foundation for building regional capacity.”²⁴

The foreclosure crisis also offers a lesson in the importance of effective collaboration and communication of stakeholders horizontally and vertically — not just

within, but also between local, regional, state, and federal sectors — to build the capacity to effectively respond to a shock. Based on a series of case studies in St. Louis, Cleveland, Chicago, Atlanta, Riverside-San Bernadino, and the East Bay, Swanstrom finds three forms of effective collaboration for metropolitan regions suffering from the foreclosure crisis. The first is cross-sector horizontal collaboration between real estate professionals, nonprofit organizations, and community development corporations. These groups can be the source of information on the ground. Cross-governmental collaboration is also necessary, especially to address the lack of capacity of small suburban governments.

Finally, “cross-functional” collaboration is needed because healthy neighborhoods are about not just housing but also strong schools, transit, police, and parks.²⁵

St. Louis, for example, has an initiative that combines these types of collaboration. Twenty-four inner-ring suburban communities located near the Normandy School District in St. Louis County are working together in a comprehensive effort to address the foreclosure crisis in their region.²⁶ Some of these communities, Swanstrom says, “barely have a police force, let alone a housing planner.” Yet their collaborative work in “24:1,” as the partnership is called, allows them greater access to resources and comprehensive supports.²⁷ “You have to address the needs of the communities themselves as they understand it,” Swanstrom says, “and reward collaboration. We need to empower organizations within communities and give them the tools they need to be able to do this work.”²⁸ The partnership’s early work includes the construction of a new grocery store, college saving accounts for students, and support for prekindergarten programs.²⁹

Crisis as Opportunity: Cities Rebound

An effective mix of public-private connections and a massive influx of external resources helped New Orleans and the Gulf Coast region rebound from a string of devastating natural and manmade disasters: the 2005 hurricanes, the 2007 recession, and the 2010 Gulf of Mexico oil spill. By 2009, a total of \$142.6 billion in federal funds and tax relief had been authorized for the region, along with another \$36 billion in discretionary dollars aimed at promoting long-term recovery. In *Resilience and Opportunity: Lessons from the Gulf Coast After Katrina* and *Rita*, editors Amy Liu et al. see a new model emerging with support from a diverse set of key players within and beyond the immediate region. They are forming innovative civic and cross-sector partnerships to solve problems as a community. These efforts “are critical signs of resilience and adaptation,” note Liu et al. “[C]itizens are highly engaged in civic issues and have become very knowledgeable of Continued on next page

Growing Toward the Future (continued)

public issues, actively shaping public decisions.”³⁰ Coalitions and “neighborhood organizations have formed and nonprofit developers have created new capacity to rebuild their own communities in ways that are more equitable and opportunity-rich.”³¹

Liu et al. assess the ability of New Orleans to build a stronger and more prosperous region after Hurricane Katrina, taking care not to return to the status quo even in the face of ongoing crises. In particular, the book discusses research that focuses on the area’s resilience as a “function of the extent to which leaders intentionally strengthen economic characteristics and civic capacities (including by retooling policies) that help a community rebound and become less vulnerable to future crises.”³² For example, New Orleans has adopted a citywide master plan that lays out a community participation process promoting livability, economic opportunity, and ways to “live with water.” The city government features a new Office of Inspector General to promote greater integrity and reduce waste.³³ In addition, early successes include a revised evacuation plan; new charter schools; a regionwide system of community health clinics serving vulnerable populations (including low-income, minority, and uninsured patients); and criminal justice reforms that will improve fairness, accountability, and public safety outcomes.³⁴

Timely and accessible demographics, economics, and housing data support these reform efforts and help leaders, citizens, and nonprofit organizations make effective decisions.³⁵ The Greater New Orleans Community Data Center (GNOCDC), in partnership with the Brookings Institution, is now publishing a series of reports that measures the region’s progress on prosperity indicators. The indicators in GNOCDC’s reports are updated regularly to help shape policy decisions.³⁶

National-local partnerships have helped make these reforms possible, with leadership from all levels of philanthropy, the private sector, and government. Although significant challenges remain, the economy is shifting to a better path despite significant shocks from Katrina, the recession, and the Gulf oil spill. The New Orleans metropolitan area has seen improvement in the average wage, increasing 14 percent from 2004 to 2006. Although growth stalled after the recession, average wages in the city (\$45,492 in 2009) are now close to the national average (\$45,831 in 2009). There are signs that the regional economy is diversifying, with new growth in knowledge-based sectors such as higher education, legal services, and insurance agencies; regional export jobs in these sectors grew by 59 percent between 1980 and 2010. Overall job loss in the New Orleans metropolitan area between 2008 and 2010 was 1.2 percent, less than the national rate of 5.1 percent. And new business startups are above the national average.³⁷



The Musicians' Village in the Upper Ninth Ward of New Orleans is part of the post-Katrina rebuilding effort that provides homes for musicians and other low-income families who were displaced by the disaster, while preserving the local culture.

Although the region’s recovery and rebuilding efforts have surpassed their predisaster status, there is still much left to do. In addition to the federal authorizations made to promote long-term recovery after the storm in the areas of improved infrastructure, nonemergency housing, and levee repairs, New Orleans and the Gulf region will continue to receive in-depth federal support. New Orleans was recently chosen as a pilot city in the SC2 initiative, in large part because of its ongoing efforts to develop and implement comprehensive, inclusive economic and community development plans. These plans acknowledge the interrelated nature of the city’s problems, ranging from violence and poor educational outcomes to the importance of access to mental and behavioral health care. “The city’s forward-thinking approach to how it uses its resources to improve the lives of residents really embodies the essence of what Strong Cities, Strong Communities is designed to do — that’s one of the main reasons why they have been such a good fit for the initiative,” observes New Orleans SC2 Team Lead R. Erich Caulfield.

National Support Can Help Strengthen Local Capacity

Although the federal government can have a positive role in strengthening local capacity, a federal presence has often posed problems for localities. The Grand Forks region, which spans two different states, illustrates the potential problems federal assistance can create. In 1997, a disastrous flood destroyed 83 percent of homes and 62 percent of commercial entities in Grand Forks, North Dakota, as well as all but eight residences in East Grand Forks, Minnesota. The two communities are divided by the Red River, which is also the state line. The 1997 flood followed a number of economic and industry shocks, mostly triggered by military and state government decisions. During the flood recovery, “the two cities were served by different FEMA and Economic Development Administration field offices, and Grand Forks was a CDBG Continued on next page

Growing Toward the Future (continued)

[Community Development Block Grant] entitlement city while East Grand Forks received its CDBG funds through the state. This meant that as [the two cities rebuilt], they had different directions and restrictions from their federal partners. [According to one of Hill's local interviewees,] 'You could do things in Minnesota that you couldn't do in North Dakota, and vice versa, which pulled us apart instead of putting us together.'"³⁸

The SC2 initiative aims to change this siloed approach to federal assistance, with the goal of improving the way federal government does business: cutting through red tape and rationalizing the federal bureaucracy to help deal with the overlapping maze of agencies, regulations, and program requirements that are sometimes confusing and inhibit resilience to future shocks.

A second objective of SC2 is to provide assistance and support by working with local communities to find ground-up rather than top-down solutions while providing on-the-ground technical assistance and planning resources tailored to local governments' needs. Given the challenges surrounding the federal budget, the initiative emphasizes helping localities use the federal funds they already receive more efficiently and effectively, as Mayor Wharton reports is happening in Memphis.

Finally, SC2 will foster collaboration by developing critical partnerships with key local and regional stakeholders that encompass not only municipal and state governments but also new cross-sector and cross-functional partnerships with the business community; nonprofits; anchor institutions; faith-based institutions; and other public, private, and philanthropic leaders. Going back to Grand Forks, Hill et al. document that, as a result of an iterative process of collaborations triggered by a long run of disasters, relationships improved between the two local governments and with the federal government, which was responsible for new investment in the region.³⁹

The SC2 initiative's rationale is based on the lessons learned from a growing body of research as well the successes and failures of local communities and regions as they strive to be healthy, sustainable places in which to live. Local options are often limited, and no single effort can solve the web of problems that confront America's regions, but SC2 focuses on what localities can do to realize their own development goals and work toward greater regional resilience. By building on existing horizontal coalitions that have been tackling local problems for years and helping SC2 cities take advantage of vertical connections with federal agencies, as well as horizontal connections between federal agencies, stakeholders can focus their efforts on building local capacity and promoting resilience. Investing in local capacity is an investment in stronger cities and regions.



The devastation to the Grand Forks, North Dakota/East Grand Forks, Minnesota region after the Red River flooding in 1997 ultimately led to improved local-federal government relationships. FEMA/Michael Rieger

Localities that can develop strong local leadership, cultivate social capital in the form of effective public-private partnerships, and spur governments to invest in the fundamentals of economic well-being, all with support from national actors, will be better able to meet the challenges that lie ahead.⁴⁰

Conclusion

Local communities face numerous challenges to their welfare in the short term and to their resilience in the long term. Resilient localities must be able to mobilize applicable skills, competencies, and resources to mitigate the effect of — and successfully manage — crises when they occur. Each region has unique strengths and weaknesses, varying in its capacity to weather challenges. Yet, the research discussed above suggests that certain elements are key to strengthening a locality's resilience regardless of the nature of the crisis and the attributes of the locale.

The problems communities experience today are generally not confined to political boundaries but instead are regional in nature and demand regional solutions. Stakeholders from all levels and sectors of a region have unique and valuable ideas, technologies, and resources with which to develop and implement plans and strategies for building and sustaining healthy, economically viable places to live. Effective collaboration and partnerships within and across all regional actors are therefore crucial. Strengthening local capacity and resilience is a matter of broad inclusion, insightful leadership and governance, strong civic capacities, and national support collaboratively tailored to meet local objectives. ■

Homewood Leading the Way

Story and photo by Brandie Schaeffer, Brick Industry Association

I recently had the privilege of interviewing our incoming President George Homewood in our capital city. It started off with my congratulating George on taking leadership of the Virginia Chapter of the American Planning Association; he smiled and graciously accepted as we were directed to our seats. George has taken on this new high profile role for our organization, but he is not one to stand in the limelight making him a little apprehensive about this interview.

George and I began by discussing his self-described mastering of trivial information. The restaurant where we met was playing Celtic music and within minutes I received and welcomed a very interesting history lesson on the influence Celtic music has on Bluegrass and Cajun music. There is a lot more to George than just being the Assistant Director of Planning for the City of Norfolk.



Just the Facts

Are you native to the Commonwealth?

George says he is as close to being a native as one can be without actually being born in Virginia. Although born in Bethlehem, Pennsylvania, he was a resident of the Commonwealth soon after and has spent his life in the Richmond area. He attended public school there and only left to attend William and Mary where he double majored in government and economics before heading to Christopher Newport for a planning degree. He currently splits his time, working each week in Norfolk and commuting back home to be with his wife Cindy in Williamsburg on the weekends.

Tell us a little about you personally?

George has been married to his wife Cindy for 29 years and is the proud father of two daughters and one son and grandfather of three grandsons. George and his wife raised their children in Williamsburg and were adamant about being involved in their activities. George feels it is important as a parent to be involved in your children's activities and to participate on all levels. He has a strong conviction for volunteerism and attributes this to his father's involvement in the Boy Scouts, which George and his son continued resulting in three generations of Eagle Scouts in the Homewood family. Yes, George is a big Boy Scout supporter and is still very involved despite his children being grown.

A case for Homewood

Why President and why now?

George's passion for planning and for the Chapter is evident. Serving first as Vice President of Legislative Affairs, a natural landing considering his policy focus, he gradually but fervently developed an interest in Chapter governance. When asked about his passion for planning and what led him to running for president, he surprised me by taking me back to his involvement in the Boy Scouts. George makes it clear that serving the Chapter, "is not for personal aggrandizement," but he hopes to set an example for younger generations to ensure the Chapter continues to serve its members. He believes the only way to foster involvement is to

serve as a model for those of us who plan to be involved. George believes that the observations of Alexis de Tocqueville remain as valid today as when *Democracy in America* was first published in 1835, that what keeps America thriving is the willingness of individual Americans to give of one's self without compensation and expectation. This is how he plans to serve the Chapter as President.

Are there any big changes you want for the Chapter?

George reminded me that the role of the state chapter is to be an extension of the American Planning Association's national organization by providing programming closer to the communities in which we live and work. He believes the Chapter, in conjunction with the sections, provides ample opportunity for members to be served. He emphasized that our large chapter is a microcosm of the United States, and with a diverse membership there is always more that can be done through new opportunities that go beyond the annual conference; he plans to focus on creating those opportunities.

George and I concluded the interview by unceremoniously discussing the profession of planning. As a fellow planner I hope you take the time to discuss this with him as well – he has a perspective that is certainly worthy of your time. He hopes we can all learn to be less of "zoner" and more planner, the visionaries we are meant and trained to be. We are lucky to have George's leadership to help guide us as the Chapter continues to grow and adapt to a changing world. ■



AICP News

Elizabeth Friel, AICP, is the new Chapter AICP Professional Development Officer and can be reached at AICP@apavirginia.org. Congratulations go to Glenn Larson, who has so ably served the Chapter as AICP Professional Development Officer, as he accepts his new role as AICP Commissioner elected from Region II.

Congratulations also go to the following 15 Virginia Chapter members who passed the AICP exam administered this past May.

Paul Agnello
Leslie Bonilla
Dieckmann Cogill
Shanda Davenport
Brandice Elliott
Charles Floyd
Steven Haasch
Thomas Hastings

Richmond
Virginia Beach
Charlottesville
Chesapeake
Herndon
Spotsylvania
Chesterfield
Fredericksburg

Kevin Henry
Jeremy Latimer
Daniel Nairn
Chris Patriarca
Amanda Pedersen
Sarah Ross
Dana Wedeles

Lynchburg
Richmond
Charlottesville
Roanoke
Chantilly
Chantilly
Alexandria

Please note the following deadlines and learning opportunities:

AICP Exam Schedule for November 2012

The November 2012 AICP exam application window opened on May 30th.

May 30, 2012	Exam application window opens
June 14, 2012	Early Bird application deadline
July 12, 2012	Final Application Deadline
Nov. 5-19	November 2012 Exam Window

Exam information is available at www.planning.org/certification. Interested individuals should review the AICP Certification Eligibility Requirements and Definition of Professional Planning Experience to determine if they are eligible to apply. Applicants should also review the Exam Candidate Bulletin for details on the application process and requirements. Applicants for the AICP exam are strongly encouraged to apply early.

2012 AICP Exam Review Webinar Series Material Posted

Review materials used as part of this spring's APA Chapter AICP exam webinar series are available at the Utah Chapter website: <http://www.utah-apa.org/webcasts>.

APA Chapter President's Council 2011- 2012 AICP Exam Prep Manual Now Available

The APA Virginia Chapter Office has purchased copies of the new 2011-2012 edition of the Chapter President's Council AICP Exam Prep Manual. It is only available in CD format, and can be purchased through the Chapter Office for \$20, which includes postage. Contact the Chapter Office at vaplanning@comcast.net or 804-754-4120 to order a copy.

AICP Information at the APA Virginia Website

The AICP page of the APA Virginia Chapter website contains additional information about AICP and exam resources, including exam prep links to numerous sites that will help potential test takers study for the exam. Check it out at: <http://apavirginia.org/member-resources/aicp/>.

If you have questions about AICP or want to be added to the Virginia Chapter's semi-monthly AICP exam or Certification Maintenance update e-mail lists, please contact me, Elizabeth Friel, at AICP@apavirginia.org. ■

ECDC Update

Joseph Curtis, AICP, Treasurer

For some time, we at the ECDC have tried to branch out into other parts of the Commonwealth, including the Piedmont region. Our last function in the area was an event at the University of Virginia, with Mitchell Silver serving as guest speaker before taking on his role as APA President a few years ago. ECDC has decided to not only to host an event in the area, but for it to serve as the foundation for continuous ECDC functions in the area. Thanks to an enthusiastic and passionate host committee, the ECDC was able to assist APA Virginia members in the area with the first ECDC Planners Network Diversity Breakfast in the Piedmont region. The event, which took place at the Water Street Center in downtown Charlottesville, welcomed Thomas Jefferson Partnership for Economic Development President Helen Cauthen in an information roundtable presentation and discussion about economic development. Attendance at the event was among the highest ever for an ECDC event and the discussion spurred passionate debate and raised some eyebrows. Ms. Cauthen, who took the position as President a year ago after leaving her previous position in Daytona Beach, Florida, discussed several initiatives the TJPED was doing to bring businesses into the area. She also discussed the barriers she has encountered getting companies set up in the area due to the bureaucracy of local government, including zoning. Although some planners agree to an extent that the process can be daunting at times, many planners, including attendees at the event, countered that some companies reach certain roadblocks because they want to develop in manner inconsistent with local and regional plans (for example, requesting to develop in an area that is zoned open space). And once one company gets an exception, other companies would also seek the same, rendering a comprehensive plan useless. Needless to say, the issues between economic development and planning were not resolved in this one 90-minute meeting, but both sides of the argument realized that exchanges like these are needed to reach a common goal—economic growth that benefits the citizens within the Piedmont region with respect to established plans.

ECDC would like to express its deepest thanks to the host committee: Michael Smith, Bret Schardein, and Steven Waller. And a special thanks to Daniel Nairn of the Thomas Jefferson Planning District Council for the logistics. Due to the success of the event, the ECDC and host committee are working hard on the next event to take place in Cumberland County in the coming months.

In other news, ECDC members Miguel Salinas and Mark Chang have been working hard to put the finishing touches on the ECDC double-session on affordable housing. If you are coming to the APA Conference (and

you should!) please make sure you attend this special session taking place on Wednesday July 18 in the afternoon. Finally, ECDC members Robert Tajan, Joseph Curtis, and Tamaria Green are working on the next ECDC Breakfast for Hampton Roads. Our proposed topic is the Tide light rail system and evolving attitudes toward transit in Hampton Roads. ■

Member News and Notes

Glenn Larson Elected to AICP Commission

Glenn Larson, AICP, is the new American Institute of Certified Planners Commissioner elected from Region II. He succeeds Terry Harrington, AICP, a long-time APA Virginia Chapter member who stepped down from the Commission after completing two four year terms. Glenn's four year term began May 29th. Region II consists of Delaware, the District of Columbia, Georgia, Kentucky, Maryland, North Carolina, South Carolina, Virginia and West Virginia. In his capacity as Commissioner, Glenn will also serve as Chair of the AICP Exam Committee.

Glenn is a charter member of AICP, and has been active in the APA Virginia Chapter for many years, serving as chapter President from 2000 to 2002, and most recently as Professional Development Officer. He is an assistant director with the Chesterfield County Planning Department, a position he has held since 1991.

Glenn's new e-mail address for AICP Commission related correspondence is Larsplan@gmail.com.

Congratulations to **Terry Harrington**, AICP, upon completion of his second term on the AICP Commission. Terry has stepped down after serving two terms on the Commission since 2004. He will continue to serve on the AICP Exam Committee. Terry has been an active member of the Virginia Chapter of APA for many years, holding numerous offices, including Chapter President from 1994 to 1996.

Allyson Finchum was recently named the new planning director in Fluvanna County. Ms. Finchum formerly served as director of planning for Charles City County and as principal planner for the Richmond Regional Planning District Commission. Finchum began work in Fluvanna on May 30, 2012.

Got any news you'd like to share?

Email us at newsbriefeditor@apavirginia.org.

Member News and Notes (continued)



Congratulations to **Angela Harper**, FAICP, on her retirement from Henrico County at the end of July! Angela joined Henrico County over 40 years ago as a planner and worked in increasingly responsible positions within the Department of Planning. She was Director of Planning for seven years prior to being appointed a Deputy County Manager in 1997. In addition, her resume includes the following:

- Past President of National Association of County Planners (NACP)
- Fellow of the American Institute of Certified Planners (FAICP)

- Past At-Large Director of the American Planning Association
- Past President Virginia Chapter American Planning Association

Angela holds a Master of Planning and Urban Design degree from the University of Virginia and a Bachelor of Arts degree from Memphis State University. She is also a 1988 graduate of Leadership Metro Richmond. ■

Meet Virginia's Newest FAICP

Congratulations to **James (Jim) P. Zook**, FAICP, one of the 41 new inductees who were inducted into the AICP College of Fellows Class of 2012 on April 15 during the 2012 National Planning Conference in Los Angeles! Jim, who was nominated in the Professional Practice category, now joins 6 other Virginians in the College. For 25 years Jim served as the Director of Planning and Zoning to Fairfax County's one million residents. In this role he led interagency teams to produce the 2011 APA Daniel Burnham award-winning plan for Tysons Corner; to redevelop Lorton prison into a vibrant planned community; and to preserve over 4,000 acres of open space in an urbanizing county. He worked with the development community to provide affordable housing and transportation choices for a growing, diverse population. In addition, Jim has actively participated in APA Virginia leadership in various roles and in mentoring of young planners.

Jim's nomination was one of three nominations recommended and supported by the Chapter's first FAICP Nominating Committee. The Chapter is also very proud of the nominations prepared for Elaine Echols, AICP (Professional Practice) and Glenn E. Larson, AICP (Community Service and Leadership).

It's not too soon to start thinking about candidates for the Class of 2014. ■



Top: Jim Zook is inducted into the College of Fellows Class of 2012 during the National Planning Conference in Los Angeles. **Right:** Jim with Virginia Chapter member, Angela Harper, FAICP (Deputy County Manager, Henrico Co.). Photos by Jeryl Phillips.



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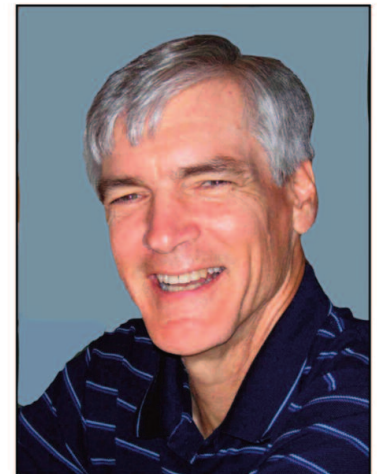
Herd Planning & Design Celebrates 20-Year Anniversary

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Celebrating 20 years in business this October, I want to thank all of my clients and colleagues for your support throughout my years of planning consulting.

It's been an honor and a privilege to have served more than 70 local governments in Virginia, preparing and facilitating comprehensive plans, land use regulations, and other projects - and I'm hoping for another 20 years! **Thank you all!**

Milt Herd, AICP
Leesburg, Virginia



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Growing Toward the Future: Building Capacity for Local Economic Development

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Summer Sunset, Shenandoah Valley Virginia.



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