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FOREWORD

This report was authored by graduate students from the University of Michigan School of Public Policy. The project was supervised by Professor James Levinsohn, Marlowe Greenberg, and Steven Flores. We would like to thank the following individuals for their assistance: John Chamberlain, Kerwin Charles, Ron Olson, Stephanie Cahrdoul, David Goldberg, and Sara Freeland. The authors were: Christopher Botnick, Anne Dibble, Jessica Foster, Michael Pan, and Olga Savic.

EXECUTIVE SUMMARY

This report concludes the first phase of the School of Public Policy's participation in the 18-month State Street redevelopment project. The organization of this report is as follows:

The first section of this report provides background for the study. Specifically, this section details the history of the State Street area—including the changing role of civic and educational structures and movement from residential to commercial owners.

The second section examines the data that need to be collected and suggests how they should be used. This section discusses how data will facilitate analysis of the following:

a. how long businesses stay in the State Street area;
b. the attractiveness of the State Street area to new business;
c. the costs of doing business on State Street;
d. the State Street area's customers;
e. the buying power of those customers;
f. landlord characteristics;
g. impact of landlord characteristics on the State Street business district.

The third section describes the methodology employed in the survey design process. It presents five surveys that will be included in the study. The surveys consist of an on-street customer survey, Ann Arbor residents mail survey, State Street Area merchants survey, state Street Area landlord survey, and an entertainment survey. Instructions for survey administration, processing and coding surveys and other support materials are included in the appendices.

The fourth section on effective strategies and comparative analysis hopes to foster ideas and creative thinking that will help establish a specific strategy for revitalizing the State Street area. It describes a general framework for creating an effective redevelopment strategy and itemizes strategies that have been used in other cities. This section uses case studies from other American cities, and provides examples of successful redevelopment initiatives.

The final section lists more than one-hundred articles and books to help guide future research. Summaries are organized into ten different subject areas ranging from local economic development to the impact of the cyber age on business. This section also includes many of the sources used in developing the other sections in this paper. A comprehensive index of individuals, organizations, and web pages consulted is also included.

INTRODUCTION

Ann Arbor's State Street area is undergoing a period of transition. Last Spring, discussions with the State Street Area Association and the Downtown Development Authority led to the proposal of an inter-disciplinary study to identify the area's current challenges and future direction. The project is a collaborative effort between the School of Public Policy, College of Architecture and Urban Planning, and the Business School. This project aims to create a new urban design, analyze the local commercial market, and facilitate the resolution of related public policy issues. The completed study will present recommendations for the use of the $1.5 million State Street redevelopment grant.

For the past four months, SPP project manager Jessica Foster attended weekly meetings with University partners. These meetings provided a forum for coordination and communication among the involved parties. Some of the topics covered included: the structure of focus group discussions, identification of key stakeholders; survey design and implementation; and public relations management. Furthermore, working with other actors such as City officials, local merchants, and area residents allowed the Applied Policy Seminar (APS) group to gain a better understanding of the underlying historical interests and issues involved.

Through long and thorough discussions, the School of Public Policy group developed a scope of work based on a combination of input from the University partners and the group's research. In the attempt to find the best ways to contribute to the overall project, the group's scope of work evolved throughout the semester. The completed scope of work provides a strong framework for the remaining months of both the APS project and University study.

This report completes the first phase of SPP's involvement in the University project. Deliverables in this paper include:

a. Background: a brief history of the State Street area.
b. Data Analysis: a roadmap for the collection and use of necessary data.
c. Survey Instrument: the methodology, materials, and implementation guidelines for survey administration.
d. Comparative Analysis and Effective Strategies: a discussion of similar cities/business districts and effective strategies employed.
e. Annotated Literature Search: a summary of articles, books, and other sources relevant to this project.

Future project teams should build on the work completed during this phase. The history section could benefit from follow-up interviews with local residents. A comprehensive data collection effort must be completed so that analysis may begin. The on-street customer survey is currently being administered in the State Street Area; the customer mail survey is ready for final formatting. To date, a sample has not been generated, but the City of Ann Arbor is currently completing that process. The merchant survey is in draft form and remains to be pilot-tested. After successful administration of all three surveys, data must be processed so that the School of Public Policy can begin analysis. The landlord survey and entertainment survey instruments must be designed. The templates and sources provided in this report will successfully guide the

subsequent School of Public Policy team in that process. Future teams may find it necessary to expand the comparative analysis section as the scope of the project dictates. Contact lists and brief descriptions included in this report should facilitate that process. Finally, future groups may find it necessary to add their sources to the annotated bibliography. For more detailed and elaborate guidance, please consult with Appendix A: Future Research Recommendations.

BACKGROUND

HISTORY OF ANN ARBOR'S STATE STREET AREA

State Street has undergone many changes since it first appeared on the map in 1836. This section specifically examines State Street's buildings, businesses, and their changes since State Street's first development, and how these structural changes have influenced changing social trends in the area. This section also examines the influence of civic and educational activities on State Street since 1836. Included in this analysis is the examination of the movement from residential to commercial structures, and other significant historical events that have influenced social and structural changes in the area.

The Earliest Times of State Street Development: 1836 to 1860

With boundaries set west of Division, the first registered plan of Ann Arbor in 1824 did not place State Street into Ann Arbor history. However, an 1836 map extends the city's development boundaries to include the State Street area. This map shows unsubdivided land north of Washington, and farmland that was parceled to encourage development east of State Street. This 1836 map also shows the outline of a State House Square in the State Street Area, demonstrating how the village hoped to attain the State capitol. While unable to achieve this goal, the State University would be granted to Ann Arbor, with 40 acres dedicated to its development in 1837. While the University's effects on local development would be minimal at first, the presence of the University would have a major impact on commercial development in the State Street area at the turn of the century and beyond.

By 1856, local maps show the early residential nature of the State Street area. Specifically, the blocks bordered by Division to the west, Huron to the north, State Street to the east, and William to the south are highly residential, with only a scattering of small businesses. The Asahel Parkhurst House (412 East Huron), the Silas Douglas House (502 East Huron), and the Gothic Revival Residence (now the First Baptist Church at 512 East Huron) are residences from this time that remain intact in the State Street area. An important building on the 1856 map is the Union School, located on the corner of State and Washington. Not only did this school serve the local residents, it also was the community focal point with its seven hundred-seat assembly hall. Perhaps most importantly, the Union School, later designated as the Ann Arbor High School, increased the local customer base, thereby aiding in the early economic development of the State Street area. Meanwhile, the University's effects at this point were minimal due to the small number of students and faculty. In 1856, only 400 students and 20 faculty members (equaling less than 10 percent of the town's total population) used the University's facilities.

In 1848, the German revolution generated a large influx of German immigrants to the state of Michigan. As a result, the population of German immigrants almost doubled in Ann Arbor during the 1860's, with a significant portion settling in the area west of State Street and south of Huron. During this time, German was spoken in State Street neighborhood businesses and residences. Also during this time, Ann Arbor's population grew almost fifty percent, from roughly 5,000 to almost 7,400.

The Influence of Technology and Population Growth: 1860 to 1900

Following the Civil War, the number of students at the University soared. By the fall of 1865, Michigan became the largest University in the country with 1,205 students. The University responded to this increase with additional University buildings near the State Street area. Specifically, to meet the housing needs of its students, the University built a larger boarding house on State Street. Also during the 1870's, the First Congregational Church at the corner of William and State and the DKE Shant at 611 East William were built to further develop the budding State Street area.

At the end of the nineteenth century, streetcar technology came to Ann Arbor. A franchise for an electric line was granted in 1888, and steel tracks were laid by 1890 that ran east on William to State Street, north on State Street to North University, east on North University to Washtenaw, and south on Washtenaw to Hill. With the arrival of streetcars to the area, an interurban railway opened between Ann Arbor and Ypsilanti. This railway connected Ann Arbor's streetcar system to Detroit and other major cities to the east, which later enabled non-residents to frequent the State Street business district. For thirty-five years, the streetcar served Ann Arbor through the State Street area.

The Sanborn Insurance Map of the State Street area from 1888 shows increased commercial development between William and Liberty. Eight commercial buildings are shown in the center of the block, while five other businesses appear at the southern corner. These new businesses included a book store, grocer, tailor, meat market, drug store, and a restaurant. By 1899, commercial development had extended to the rest of the State Street area. Tremendous in-fill development by 1899 created a virtually continuous row of stores from William to just south of Liberty along State Street. Specifically, the meat market had expanded, and a barber shop and billiards hall were opened. Facing North University along State Street were four additional commercial structures. Meanwhile, Maynard Street was showing its first signs of non-residential use with the University School of Music on the east side and Granger's Dancing Academy on the west. Also new to the area was the Holmes Livery, built on Liberty among local residences.

Social Changes and Accelerated Development: 1900 to 1948

The temperance movement brought changes to the State Street area at the turn of the century. In 1902, the city council passed an ordinance that forbade the sale of alcohol east of Division, following complaints of student drunkenness on north State Street. The Michigan Supreme Court upheld this ordinance, effectively removing saloons from the culture of State Street and nearby University. As a result of this ordinance, all but one of Ann Arbor's 30 saloons were located in the Main Street area by 1916.

Also at the turn of the century, with heavy subsidies from the University, the city began its largest construction boom in history. The Sanborn map from December 1908 shows a new art store and shoe store on the west side of State Street, with six other new commercial developments on the east side. Meanwhile, commercial development on North University had expanded all the way to Thayer. The Majestic Theater, the Ann Arbor Press building, and a

bowling alley on Maynard further added to the area's new development. Moreover, new commercial structures extended to William, a block of new commercial buildings were constructed on the corner of State and Liberty, the Merchants Delivery Building appeared on Washington, and Ann Arbor High School was expanded. In 1916, the Nickels Arcade was constructed with eighteen shops on the first floor, and offices and shops on the second and third floors. Van Boven's, the Caravan, and the post office were among this landmark's first tenants.

Meanwhile, development of the University continued and local support of education strengthened. With the 1908 state constitution, University regents gained the power of eminent domain to assist in campus expansion. They used this power for the first time in 1911 to facilitate the construction of Hill Auditorium. At the same time, taxpayers overwhelmingly voted to raise money for restoration of the Ann Arbor High School, which had been destroyed by fire years earlier. These actions illustrated the trend towards an education-dominated city, and the growing prominence of the University in the State Street area.

The Sanborn map from 1925 shows a tremendous acceleration in the State Street area's development trends from residential to commercial structures. In particular, State Street was dominated by commercial structures with no residential structures or vacant lots remaining south of Liberty. Further, the Arcade Theater on North University created a block-wide façade of commercial structures. William also boasted several new commercial developments in addition to the newly built St. Mary's Chapel on the corner of William and Thompson. Accelerated commercial development was particularly noticeable on Liberty, where commercial structures lined both the north and south sides of the street between Maynard and State. Jacobson's also opened in the 1920's in the State Street area, and began the trend of attracting higher end merchants to that location.

In the first part of the nineteenth century, the "theater" was also introduced to the State Street area. Opening in 1907, the Majestic Theater on Maynard was the first theater of its kind in the area. While the Majestic was later destroyed to create the Maynard parking structure in 1949, it marked the first of many efforts to make the State Street area a theater district. In 1915, the Arcade on North University became the second local theater. This structure provided entertainment to students until it was destroyed by fire in 1929. The Michigan Theater Building was constructed in 1927. This building boasted the title of "most elaborate movie palace in Ann Arbor" and included retail spaces as well. The State Theater was the last to enter the State Street area, in 1942. Once again demonstrating the change from residential to commercial space, the State Theater was built on the site of Dr. Victor Vaughan's private residence. The first floor of this structure has since been re-designed for retail space, but the rest of the space remains as it did in the 1940's. While development efforts for local theaters diminished in the late 1940's, an interest in State Street as a theater district is once again surfacing among State Street area merchants and residents.

Movement Toward the Creation of a Student District: 1950 to Today

As State Street entered the latter part of the 20th century, its businesses became increasingly focused on the student customer base. In the 1960's, State Street's commercial structures were dominated by inexpensive restaurants, book stores, and clothing shops. However, some Main

Street area stores also had branches on State Street, such as Mast's, Goodyears (a department store), Wahr's book store, and Kroger market. However, with Jacobson's move to Briarwood mall, the State Street area lost more of its "exclusive" commercial tenants, including Maison Edward in the Nickels Arcade and Marty's Men's Wear.

While State Street previously catered to students and townspeople alike, this trend seems to be changing. In general, local residents and merchants see the State Street area continuing to move toward student-oriented businesses.

DATA ANALYSIS

This section outlines the scope of data collection for the project, the bulk of which will occur in the second stage of the project. For each type of data, the section describes the information that it will add to the project, methods for collecting the data, and progress to date. There are many possible relationships between types of data to investigate. This section outlines the ones that are considered most important.

There are three kinds of data that the project team will collect: data on general descriptive characteristics, business costs, and business revenue. The goal of data collection is to answer the following questions:

- How long do businesses stay in the State Street area? How does that compare to other business districts?
- Is the area attractive to new businesses? What makes it more or less attractive than other business districts?
- What are the costs of doing business on State Street? In what forms are they manifested?
- What characterizes the State Street market in terms of customer preferences and buying power?
- Who are the landlords? What impact do they have on the business district?
- Can a case be made for an entertainment district?

Specific data sources are cited in the Literature Review section. For some of these data types, data collection efforts have not yet begun. In addition to describing current progress, this section will suggest strategies for pursuing these data.

PROPERTY VALUES

Property values are generally considered to be the economic indicator of an area's health. State Street area property values over time will provide the context for discussing other changes, such as rental rates, taxes, and vacancy rates. Undergraduate Research Opportunity Program (UROP) students have already collected this information for every property parcel in the State Street area over the last fifteen years. In the next phase of the project, the data must be inputted into a data file so that the analysis can be completed.

Several types of analyses should be performed with these data. First, data analysts should plot trend lines to show property value changes over time. These trend lines should also be plotted against county, state and national data to see how changes in the State Street area compare with other trends in property values. Second, separate trend lines should be created for specific areas of the State Street area. This may illustrate whether some parts of the State Street area have experienced greater changes in property values than others. Using parcel dimensions, mean square foot values should also be determined and analyzed over time in a similar fashion. Finally, property values should be compared to rental rates to determine the relationship between the two. Zoning may impact property values, because certain types of land use might be more valued than others. Property values of individual parcels should be compared to changes in

zoning to see if any relationship exists. If a relationship does exist, it must be considered as other analyses are conducted so that any impact of zoning differences can be controlled.

A qualitative analysis will also provide a rich source of information. Using the trend lines, changes in property values may be linked to specific businesses moving in and out of the area, changes in city policies, changes in the physical features of the area, or other events in the State Street area's history.

If time and resources permit, the same data should be collected for South University, Main Street and Kerrytown. Changes in property values could then be compared for these business districts to see if there are any relationships between fluctuations in property values. This part of the analysis will show whether trends in property values are unique to State Street or representative of all Ann Arbor business districts

NAMES/ADDRESSES OF PROPERTY OWNERS

Property owners can have a great deal of influence on an area's development, particularly in rental rates charged and the upkeep of the buildings. Local landlords may have a larger investment in the community than absentee landlords. UROP students have collected landlord information from county tax records for every parcel in the State Street area over the last fifteen years. These data remains to be inputted so that analysis can begin. The landlord information for 1997-1998 will be used to generate an address list for the landlord survey.

Landlord information will be used to determine landlord turnover and the percentage that are local or absentee. Each property parcel will be coded with a landlord turnover index, which will merely be the number of *different* landlords in the last fifteen years. Relationships may exist between landlord turnover, the physical conditions of buildings, and property values.

High turnover properties should be investigated individually to determine what might cause turnover rates. These properties may have poor locations, deteriorating infrastructure, or an insufficient market for the goods being sold. Besides data analysis, interviews with merchants located in high turnover properties will be a valuable source of information.

Landlord characteristics will be determined by coding Ann Arbor addresses as "local landlords" and all other addresses as "absentee." The project team will need to decide whether landlords who list addresses in Dexter, Saline, or Ypsilanti should be considered local or absentee. After each landlord has received a designation, each property parcel should be assigned two additional codes: "current landlord status" and a "landlord index." The "current landlord status" will indicate if the current landlord is absentee or local. The "landlord index" for each property will indicate the proportion of absentee landlords over time. It will be constructed by assigning each local landlord a value of "0" and each absentee landlord a value of "1" (weighted by the number of years a landlord has held the property), adding these values for all the landlords of the property over the last fifteen years and then dividing by the total number of landlords. "Current landlord status" and the "landlord index" will be compared to rental rates, property values, and

physical conditions of buildings to determine whether correlations exist between these variables and absentee-owned buildings.

GENERAL DEMOGRAPHICS

Demographic data will be used to illustrate trends in market characteristics and more general Ann Arbor characteristics. Demographic data can only be used to compare business districts and to show general change over time. The best source of customer demographics for specific business districts are the customer mail survey and customer on-street survey.

U.S. census data are the most useful source of demographic information, but tract boundaries do not always follow the boundaries of business districts. This problem is apparent from some of the census data already collected. From the 1990 census, tracts 4001-4008 (Seventh to Geddes to Huron River to Stadium) capture the "downtown" area. Tracts 4021-4028, 4031-4035, 4041-4046, 4051-4053, 4060, 4140, 4142, 4144, 4146, and 4148 describe the rest of the City of Ann Arbor. Specifically, tract 4003 (and a little of 4002) could be used to describe South University. Tract 4002 (and a little of 4001) could be used to describe the State Street area. Tract 4001 could be used to describe Main Street.

Some of this general information is also available in the 1982 comparative demographic analysis from the City of Ann Arbor Planning Department. The most interesting aspect of their analysis is the neighborhood demographic breakdown. Although the project team has not yet obtained a more recent version of this neighborhood analysis, such an analysis may resolve the tract boundary issue presented by U.S. census tract data.

The Southeastern Michigan Council of Governments (SEMCOG) provides population and market forecasts for specific areas. These forecasts, which have been obtained, can be used to make general demographic projections.

When analyzing census data, certain characteristics are particularly important. These characteristics include age, household type, households by family type, vacancy status (at least for State Street), total occupied housing units, persons in unit, persons by room, median value of owner-occupied single family housing units, median contract rent, and income.

ZONING OVER TIME

Zoning is a factor that may provide some useful information both as an independent and as a control variable. Zoning maps for the City of Ann Arbor have been obtained for 1998. Although zoning maps are updated every year, the information from zoning maps for 1983, 1986, 1989, 1992, 1995 will be enough to determine zoning changes over time. Three-year intervals will capture changes without creating burdensome data processing issues. Zoning codes for every property parcel on State Street should be entered into a database. If time and resources permit, this information should also be entered for property parcels on Main Street, South University and Kerrytown.

This database will provide descriptive information about zoning changes over time and, possibly, in comparison to other business districts. This analysis will show if there are any significant zoning differences between business districts. Such differences may impact the types of businesses located in those districts.

As discussed in other sections, zoning may also serve as a very useful control variable. There may be a correlation between zoning and other variables, like property values or rental rates, which if uncontrolled for, might lead observers to spurious conclusions about differences in those values between different parcels and business districts.

TYPES OF BUSINESSES OVER TIME

Business change is an underlying issue of the project. Although there is little disagreement that the State Street area has a different business composition now than twenty years ago, a description of that change may serve to focus the discussion of strategies. Depending on time and resource constraints in the next months, this information may be obtained through interviews with State Street area merchants and landlords, tax records, and possibly the merchant and landlord surveys.

Tracking the types of business located in the State Street area over the last ten to fifteen years will show the changes that occur over time. A logical way to organize the data would be by parcel number over time. Every parcel occupied by a particular business would be marked as such for the number of years that the business remained in that location. This would account for business size over time.

This information would serve as quantitative evidence of historical change. It should not be misinterpreted to mean that some mix of business at some previous point in time is optimal for today's local conditions. Business strategies change over time. All analysis must be viewed from its historical context. This information would serve an explanatory function for other changes, such as describing whether the departure or arrival of certain business may have acted as "triggers" for the departure or arrival of others. Color coded maps might effectively show changes over time.

Changes in businesses should be used as a control variable when evaluating trends in property values and rental rates, and might explain variations in those values. For example, a large department store might cause property values to be higher than several small stores occupying the same space. This information is particularly useful if compared to similar information for South University, Main Street, and Kerrytown, and in the context of nationally changing downtown market.

NEW BUSINESS START-UPS OVER TIME

Investment in the area through the location of new businesses is another indicator of economic health. When compared to business composition over time, new business development may clarify trends.

Specific information pertaining to the State Street area may be difficult to acquire, but general information on the numbers and types of new business that have located in Ann Arbor area over time may provide a starting point for examining this issue. Two ways to get at this information are through information on new construction, building permits and new business licenses. Building licenses may be the most specific source of information and provide a real indication of the kind of activity occurring in the State Street area. Building permit information should be obtained that relates to building alterations for new businesses. Data collection for both of these should be limited to the State Street Area, and if resources permit, expanded to include Main Street, Kerrytown, and South University.

To date, some information on new construction in Ann Arbor has been obtained from the Washtenaw County Planning Commission Growth Monitoring Reports. Since most new construction has not been downtown, this information may not prove to be very useful. There is also information on new construction in the City of Ann Arbor's Long Term Financial Plan, revised in April 1998. The financial plan cites the Comprehensive Annual Financial Report as the source of information on construction. The plan also contains information on building permits issued, which was obtained from the Building Department's Annual report. Both of these sources should be obtained from the City's Finance and Building Departments. Although not yet obtained, the Ann Arbor Planning Department also publishes a pamphlet on new floor space that may contain State Street-specific information.

CONSUMER PREFERENCES

Consumer preferences play an extremely important role in driving business decisions. Information on consumer preference includes shopping areas shopped and purchasing trends. This information will illustrate similarities and differences between customers of different business districts. With this information, the School of Public Policy APS group will be able to identify the State Street area's customer base and create strategies to better target and/or expand this base.

A major source of data will come from the customer surveys, both on-street and by mail. The surveys will provide detailed information on consumer preferences, including the types of businesses patronized most frequently in each business district, attractive and unattractive aspects of each district, and other sales information. Data analysis for the surveys is covered in the survey section of this report.

Another very useful source of information is the *Ann Arbor News* "Today's Market." The *Ann Arbor News* has provided information from "Today's Market" for our use, including charts of market share for Ann Arbor business districts from 1978 to 1997 and areas shopped in the last thirty days. Both charts indicate that about 49% of Washtenaw County adults shop in State Street—a figure which compares very favorably to Main Street's 38%. Besides comparing these figures to our own survey data, the original sources of information (RMH Research, Simmons Market Research, and Market Opinion Research) should be contacted so that the figures can be understood in the correct context.

RENTAL RATES OVER TIME

Rents are a major cost of business in the State Street area. They are often considered a driving force behind many of the changes in the area. However, it has proven difficult to obtain rental rate information. The landlord survey may be one method to pursue for obtaining this information for the State Street area. Another strategy involves locating Ann Arbor realtors familiar with local commercial property. One such general analysis, conducted by Todd Bond, formerly of Swisher Realty, has been obtained. It is suggested that the project team contact Ron Dankert, a local realtor and Board member of the DDA, who may also be a possible source of information.

The analysis of rental rates will depend on the level of detail of the data. If the landlord survey is used as the method for obtaining this information, very detailed analysis may be conducted both for property parcels and over time. Otherwise, this information will be useful only in comparing business districts. If at all possible, an analysis should reveal trends over time and be compared against other information (i.e. business composition, property values, and property tax rates to check for possible relationships).

PROPERTY TAX RATES

Property tax rates may also influence the success of the area over time, particularly through their impact on rental rates and the types of businesses in the State Street area. Simple analyses will show how property tax rates have fluctuated over time, and whether that fluctuation corresponds with rental rate changes and other changes in the business district. Specifically, property tax rates should be compared to rental rates, business turnover rates, and new business start-ups.

It is suggested that tax rates for the last fifteen years be obtained from the Washtenaw County Assessor's Office. If time permits, other taxes, like income taxes, which also influence business profitability, should be analyzed in a similar fashion. For more information on these kinds of taxes, please see the Income Tax Study listed in the literature review.

RETAIL SALES OVER TIME

Retail sales are an indicator of a business area's health. Tracking retail sales over time and comparing it across business districts will give us a sense of the State Street area's market share. Ideally, the information would be sorted by types of business and location, but unfortunately, specific retail sales information is not easily obtainable.

The City of Ann Arbor appears to be tracking some of this information already. The City's Long Term Financial Plan, revised in April 1998, shows changes in retail sales for the last ten years, citing "Editor and Publisher Market Guide" as the source. An effort must be made to contact the Finance Department to determine how the project team can access this source of information.

"Today's Market," published by the *Ann Arbor News*, describes retail sales by market area (food stores, general merchandise, etc) for nearby counties, as well as for Ann Arbor itself. It also contains information regarding per-household retail sales in Ann Arbor. "Today's Market" uses Sales and Marketing Management's "1996 Survey of Buying Power" as the source of its information. Back issues of this publication should be used to track changes in retail sales over time.

The *Ann Arbor News* has already provided a copy of the most recent "Today's Market" and some relevant charts. A chart of retail sales for Washtenaw County between 1990-1997, indicates that in 1997, sales were up by 86% over 1990. The question remains whether State Street has shared in this increase.

ENTERTAINMENT-SPECIFIC DATA

Entertainment-specific data will be instrumental in evaluating the viability of an entertainment-oriented strategy. It will provide a base from which to evaluate current entertainment-venue capacity and profitability, as well as to forecast future capacity and revenues. Because of the nature of this data collection, this information has not yet been collected. However, several specific strategies are outlined below.

Entertainment-specific data includes numbers of patrons, types of entertainment, numbers of special events, and current entertainment revenues in the State Street area. It includes both venue and non-venue events like parades and the Ann Arbor Art Fair and Ann Arbor Summer Festival. Most of the entertainment data does not exist in a centralized location.

Specific venues, like Hill Auditorium, the Power Center, and the Lydia Mendelssohn Theater should be contacted for any information relating to venue patrons, event revenues, event producers, and numbers of events. The State Theater and Michigan Theater should be contacted for similar information. The abundance of information available from different venues will probably vary greatly.

Event producers should be contacted. Major producers, like Prism Production, University Musical Society, University Activities Center, will have information relating to their own events' attendance and revenues. In order to contact as many producers as possible, project members will need to check the *Ann Arbor Observer* and other local newspaper event calendars for the past year to generate a list of the major producers of shows at State Street area venues.

Organizations that routinely sponsor non-venue events like the summer art fair should be contacted. These organizations might be able to provide attendance figures and other information. Local newspaper articles might also contain information about non-venue events. At the very least, local newspaper event calendars can be used to generate a list of non-venue events.

Finally, an entertainment specific survey should be created and distributed by major event producers at their events. This survey will provide patron-specific information about preferences and habits.

The entertainment-specific analysis may be more subjective than the other data analyses, due to the fact that the data obtained may not be easily comparable across venues or producers. To make up for this, every effort should be made to obtain a rich data set over as many years as possible. Resources cited in entertainment and survey portions of the literature review section may contain guidelines for conducting this portion of the data collection.

SURVEYS

INTRODUCTION

The State Street Redevelopment Project requires that we discover the opinions, desires, and concerns of a diverse group of stakeholders. Additionally, an important part of the project is understanding consumer preferences in the Ann Arbor area. To accomplish these tasks, the project will administer a series of surveys targeted to specific audiences. The purpose of each survey is to obtain a specific set of data from a specific population.

Survey methodology was culled from a review of survey literature and through interviews with faculty from the University of Michigan School of Public Policy and the Institute for Social Research. For a list of sources, please see the literature review and contact list.

The survey methodology designed for this project consists of four major components. The first is creating the sample. Developing and producing the sample is crucial to the validity of the survey. Samples are drawn from the populations we are interested in. The method of sampling will determine how representative and generalizable survey results are.

The second major component is designing and pilot testing the survey instrument. Careful questionnaire design will ensure unambiguous survey results and will protect survey validity. The surveys developed to date were written by the School of Public Policy and reviewed by School of Public Policy faculty. Additionally, it is important to pilot-test the survey before it is actually administered. Pilot testing consists of administering the survey to a small group of individuals who are similar to the intended sample. Pilot-test results should be used to make any appropriate changes to the survey design and implementation techniques.

Survey administration is the third component of the methodology. Populations selected and the type of information to be gathered from a survey drive the method chosen for survey administration. For any given survey, only one method of survey administration should be used and strictly adhered to. When deciding upon a specific method, survey administrators should choose one which will maintain subject confidentiality, accuracy of responses and high response rates. The financial and technical constraints of the project will also impact the method of administration chosen for each survey. The administration of the surveys will be managed by Business and Industrial Assistance Division (BIAD).

The final component is the processing of completed surveys. This includes survey intake, sight editing, coding, and data input. As with the other components, success depends on consistency of the methods employed. Survey processing should be supervised and verified by a central authority. The initial survey codebooks were developed by the School of Public Policy. The School of Public Policy will also be responsible for analyzing the data collected from the surveys, after it has been processed and coded.

Below are descriptions of the sampling method, survey design and pilot test, and administration guidelines for each of the surveys proposed thus far. An additional section on survey processing is also included and applies to all surveys utilized by this study.

ON-STREET CUSTOMER SURVEY

The on-street customer survey targets the population "visitors to the State Street area." This survey will identify the demographic characteristics and consumer preferences of those who visit the State Street area. Additionally, the survey will gauge perceptions of the State Street Area, as well as the concerns visitors have about the Area's future. The survey instrument and support materials are included with this report in Appendix B.

Sample

The population of interest is pedestrians in the State Street area. The sample will consist of every third pedestrian approached by student surveyors on random days in a twelve-month period. The generalizabilty of this type of survey is limited, but it will serve to provide descriptive information relevant to the study. Because this is an accidental sample, special care must be taken to ensure consistency of sampling. As long as days are randomly chosen and surveying is consistent and frequent, there can be no "target" sample size. Any sample should be adequately large for statistical purposes. If there is a very low response rate, survey administrators should be concerned about sample bias due to attrition.

Survey Design and Pilot-Testing

After the initial design of the survey instrument, modifications were made based on the merchants and customers focus groups and a successful pilot test. The pilot test consisted of three trained UROP students administering the survey for approximately 45 minutes at three locations within the State Street Area. Locations were on Maynard in front of Nickel's Arcade, on Liberty in the alley space between Borders and David's Books, and on the corner of North University and State Street in front of Michigan Book and Supply. The students administering the survey were observed and interviewed briefly following the survey's administration to analyze their technique as well as to determine the clarity of survey questionnaire. Minor changes were then made to the survey instrument. A copy of the survey instrument is included in Appendix B.

Survey Administration

Survey administrators should follow the guidelines outlined in the survey script. See Appendix B for details. Survey administrators generate the sample on street by approaching every third pedestrian. During the pilot test it was noted that some of the survey administrators did not adhere strictly to the sampling guidelines. The importance of randomization should be heavily stressed in training sessions as well as the importance of maintaining a professional demeanor (i.e. not socializing while surveying). Furthermore, each survey administrator should be observed during his/her first surveying session, with a debriefing held after the survey administration session to discuss ways to improve interviewing technique.

Survey administrators must follow human subjects guidelines at all times and honestly answer any questions regarding the survey. Confidentiality must be preserved at all times. It is not

certain what response rates might be like for on-street administration. With a large enough sample distributed over many random days in the twelve-month period, response rates will probably not be an issue. However, if there is a very low response rate, some kind of incentive may be considered to boost rates.

Project administrators should make sure the following pieces are ready and available before commencing administration:

1. Sample: access and means of selection
2. Schedule: calendar of dates/times/places
3. Cover letter indicating date/time/place and instructions
4. Questionnaire
5. Incentive (if necessary)
6. Other informational handouts
7. Means of retrieval: by mail/immediate collection/drop box

CUSTOMER MAIL SURVEY

The Customer Mail survey will target the population "Ann Arbor residents" to ascertain their shopping habits and preferences. The information garnered from this survey will provide a context to interpret customer preferences and usage patterns of the State Street area in relation to other business districts in Ann Arbor. The survey instrument and support materials are included in Appendix C.

Sample

A random sample of 1400 Ann Arbor residential addresses (not including dormitory addresses) will be developed by the City of Ann Arbor's information services department. This sample will include approximately one out every 36 Ann Arbor households. Efforts should be made to check that the sample's geographic proportions are close to the actual proportion of residents living in various Ann Arbor districts. Randomizing within ward, census tract, zip code, or neighborhood can break down the geographic areas. The smallest possible unit feasible, given technological and financial constraints of the project, should be used. A separate random sample of 400 University of Michigan dormitory residents also should be generated. This sample will also include approximately one out of every 36 dormitory residents. The results from this sample should be kept completely separate from the general survey and the results from the two should be compared.

Survey Design and Pilot-Test

After the survey instrument's initial design and review, it was pilot tested at the customer focus group. The survey was presented to the focus group in conjunction with a draft of the cover letter that will be mailed to the survey sample. Appropriate changes were made to the mail survey to improve the clarity of questions and to address additional issues that were not previously covered in the survey.

Survey Administration

General guidelines for mail survey administration are included in a subsequent section. These general guidelines should be followed for any mail survey conducted in the study. In addition to the general guidelines, the following methods are specifically recommended for the Customer Mail Survey. The survey's "package" should be designed to get the attention of the residents they are sent to. Oversized or brightly colored envelopes and stamps rather than mail that has been franked can be used to increase interest in the mailing. The Downtown Development Authority as well as the University of Michigan's name should be marked clearly on the mailing envelope. It is recommended that a specific return date not be included in the initial letter, as survey recipients tend to delay response until the return date.

The initial survey should be mailed in early March with a expected total 6-10 week time frame for returned surveys. Mailing the surveys in early March will ensure that the University of Michigan student population will be in town for the entire survey return period. Survey response

rate can be improved by sending reminder notices and follow-up letters. It is recommended that surveys be sent out initially with a reminder post-card sent out a week later. Two weeks after the reminder post-cards a follow-up letter should be sent only to those households whose surveys have not yet been returned. In most cases, the cost of sending out the reminder post card will be mitigated by a decrease in the number of follow-up letters that need to be sent. There should be one additional attempt to contact those included in the sample that do not initially respond.

MERCHANT'S SURVEY

The merchant's survey will gauge the attitudes, activities, and concerns of the merchants in the State Street area. Also self-administered, the merchants' survey will either be mailed or personally delivered by UROP students to every merchant or office in the State Street area. A draft instrument is included with this report in Appendix D.

Sample

The merchant's survey is intended for all merchants and business owners in the State Street area. Because it serves both as an information tool and community engagement mechanism, the sample will be the entire merchant population. Surveying the entire population presents a specific problem for selection bias. The bias will lie in the motivation to complete and return the survey. Survey results must be interpreted with this bias in mind. To combat this problem, every effort should be made to get the highest possible response rate.

Survey Design and Pilot-Test

The survey instrument was developed and subsequently edited following the merchant's focus group. The instrument has not yet been pilot-tested. Given the small population size, a pilot-test of five merchants should be sufficient.

Survey Administration

Whether the survey is mailed or hand-delivered, the general mail guidelines for survey administration and processing should be followed.

LANDLORD SURVEY

Many of the stakeholders of the State Street Redevelopment project have cited absentee landlords and the lack of landlord participation as contributors to the area's deterioration. The landlord survey will identify the opinions, concerns and patterns of behavior of landlords in the State Street area. This survey instrument has not yet been developed, therefore general recommendations are presented. The survey should be distributed by mail to all landlords in the State Street area. A list of landlords and their addresses was generated in tandem with the property value research currently being conducted. Because the survey serves both information and community engagement functions, the sample will be actual responses from the entire landlord population and will exhibit the same selection bias as the merchant's survey. Survey results must be interpreted with this bias in mind and all efforts should be made to obtain as high a response rate as possible.

ENTERTAINMENT SURVEY

The entertainment survey will discern the demographic characteristics and patterns of behavior exhibited by patrons of entertainment facilities in or around the State Street area. Information from the survey will be used to evaluate the feasibility of promoting the State Street area as an arts district. The population for the sample is patrons of entertainment venues in the State Street area. The survey should be administered at the point of event attendance. The sample should be considered an accidental sample because there is no functional method for true randomization. The biases associated with an accidental sample should be considered when interpreting the results. The following facilities should be approached to take part in the study: Hill Auditorium, Power Center, Michigan Theater, The University of Michigan Art Museum, the State Theater, and possibly the Nectarine Ballroom.

MAIL SURVEY ADMINISTRATION GUIDELINES

As with all surveys, confidentiality must be preserved at all times and human subjects guidelines should be observed.

Successful mail surveys will follow a few simple guidelines:

Survey administrators should prepare a mailing packet, which contains the following items:

1. Sample labels and addresses.
2. Outgoing mail envelopes (consider size, quantity, and color).
3. Outgoing postage: metered or stamped
4. Cover letter
5. Questionnaire
6. Incentive
7. Other inserts
8. Return mail envelope: postage paid business reply/metered/stamped
9. Follow-up correspondence (reminder post cards, second letters)

The sample materials should be used to calculate total survey cost. Furthermore, the sample file should be used as a master copy. The master file should be easily accessible so that follow-up materials can be printed as needed and survey methodology can be maintained.

Surveys sent by regular US postal service, should be run in zip code order since mailing costs will be discounted if mail is pre-sorted. Survey research shows that machine printed envelopes are received only slightly more favorably by respondents than those with labels affixed.

Before the surveys are mailed out, each of the return envelopes should be coded to indicate the address that is returning the survey. The codes should be entered into a Microsoft Access file prior to mailing the survey. This file will contain the survey identification number, date of response, the number and types of follow-ups, and any corrections to mailing file. Identification numbers should be assigned to each respondent during sample tracking. In order to ensure confidentiality, data paired with identification numbers and corresponding names should be kept in separate files. Sample tracking ensures that follow-ups are only sent to non-response households. Surveys that are sent to specific respondents (i.e. merchant, landlord) which are returned due to "wrong address issues" should not be included in the final sample population. Returned surveys should be handled as detailed below:

1. Stamp outgoing envelopes "address correction requested" and correct the address file based on corrected returns.
2. Check for typographical or clerical errors in the address.
3. Re-mail a new packet to each corrected address.

Returned surveys should be entered into the Access file to indicate whether it has been completed, refused, was non-deliverable, or other. Non-deliverables should be excluded from the

sample size when calculating non-response rate. Surveys returned as non-deliverable cannot be replaced with other addresses since that may introduce a bias in the sample. Responses to survey questions should be separated from any indication of address and entered into a separate database to preserve confidentiality.

To achieve higher response rates, special attention should be paid to follow-up letters, presentation of survey materials, and respondent incentives. Surveys should be mailed during a time-period when most of the Ann Arbor population will in town (avoid holidays, winter, and spring break).

Depending on the resources available and the initial response rate, survey administrators will need to determine the type and number of follow-ups. For every follow-up, the corresponding response rate must be tracked. If resources are limited, the least expensive follow-up like a postcard or letter should be done first. More expensive measures, like re-mailing and telephone calls, can be employed if response rates are very low. Telephone follow-ups should not be used as way to get the data over the phone, since mixed methodologies will damage the validity of the survey. The following guidelines are recommended.

1. The name and telephone number of a staff member who can be contacted for assistance in responding should be included in the text of the letter.
2. One week after original mailing send a reminder post-card.
3. Two weeks after the reminder post-card, a follow-up letter should be sent to those who do not respond. The content of the follow-up should stress the importance of a response and the purpose of the study and repeat any incentives for a response.
4. Keep track of the rate of return for each follow-up method used.

SURVEY PROCESSING/ CODING INSTRUCTIONS

These instructions should be used for the data processing of all surveys distributed by the State Street Redevelopment project. At all times, each type of survey should be processed and treated separately from the others.

Sight editing

As surveys are distributed and collected, the data processing team should begin sight-editing to detect data collection problems that might be remedied and determine which questionnaires will be used. Sight-editing determines how much of the questionnaire was completed correctly and whether it meets the acceptable level.

Before sight-editing commences, a blank key questionnaire must be created. This key questionnaire should indicate what items are to be coded. Using the key questionnaires, the sight editors should check for inappropriate or superfluous data and mark it so that the data set can be coded accurately.

There needs to be firm criteria for judging acceptable levels of survey completeness. Proposed criteria includes:

1. If only a few responses are missing, the questionnaire may be accepted.
2. If only the beginning or end is completed, discard.
3. If less than half of the entire questionnaire is complete, discard.
4. Inappropriate or superfluous data do not usually require that the survey be discarded.

When sight-editing, surveys should be separated into three groups: those that are clearly acceptable, those that are clearly not acceptable, and those that are questionable. The researcher should review the questionable surveys to determine whether they should be accepted or rejected.

Postcoding the data

Coding refers to assigning a code value to every survey response. The surveys used in this study have been designed so that almost all responses fall within predetermined categories or are scale values recorded by the respondent. In essence, these responses have already been coded since the codes have been predetermined. Open-ended survey questions will require more attention during postcoding, since it is impossible to anticipate all the possible responses. Although some potential responses may have been already coded, postcoding ensures that the data set is as accurate and complete as possible.

If postcoding requirements are not elaborate, postcoding can occur in conjunction with sight-editing. This way each questionnaire would only be handled once. In this case, the key questionnaire must be clearly marked to indicate both postcoding and sight-editing instructions. However, when postcoding is more elaborate and tedious, it should be done after the sight-

editing is complete. A separate postcoding key questionnaire must be used in this case. For the customer surveys, postcoding and sight-editing can occur at the same time.

When postcoding, editors must not only record the new codes for uncoded responses, but also the responses themselves, in the codebook. See Appendices B, C, and D respectively for codebooks for the on street customer survey, customer mail survey, and merchants survey. Each question should have its own separate page in the codebook since ordinarily the researcher cannot foresee how many new codes and answers will result from any one item. There must be room to accommodate new codes until all completed questionnaires have been coded. Of course, we do not have to be concerned with this problem for close-ended questions or questions that are scaled since the number of codes are foreseeable. Yet, to be consistent, these too should receive their own page.

Coding must be done in a consistent manner. Optimally, only one editor should code all the questionnaires for one survey, but due to time constraints that is often not practical. If more than one person is coding the questionnaires, all coding should either be done at exactly the same time and place or at staggered times with a complete record of the previous editors' work. The danger is that one editor will fail to communicate the decisions made about specific responses (which may resurface) to other editors, leading to inconsistent and sloppy coding. This danger can be greatly alleviated if the researcher specifies concrete guidelines and criteria for how specific categories should be and how to group individual answers into categories. Without actually reviewing completed questionnaires, it is difficult to create those guidelines at this time. But before any postcoding commences, the researcher must set those guidelines to prevent any data from being lost.

Every time an editor is going to specify a new code for a response, s/he should check the question's page in the codebook to see if that response has already been coded or that code used. The most common and detrimental coding error is assigning the same code to two different answers because of a failure to record the code the first time it was used. The existence of two codes for the same response is not as critical since the two codes can be recoded to a single code during data processing.

A list of all the variables coded should be maintained for each survey. This "variable allocation document" is merely a list of all the codes paired with a variable number and should be used in the computer data entry. Initial variable allocation documents are included with the codebooks. All codebook and variable allocation document materials will be provided on disk as well.

Transferring the Data

If the coding has been done properly, the process of data transfer should only involve reading the codes for each item and recording them in the data file. It is recommended that each questionnaire is given an identification number upon its return so that any errors in data transfer can be corrected after the initial transfer. The actual data file must be created after the coding is complete. Each alternative of a multiple response questions constitutes a variable, so in a way each code is a variable. The data file must be tested before it can be used. The researcher should complete the questionnaire by entering the maximum value for each question and checking each

alternative on a multiple response questions. The data should then be inputted into the data file so that errors can be detected.

Since verification of the data is very costly (involving inputting data twice to ensure high accuracy), spot-checking will be useful to ensure that data is entered accurately without added cost or delay. Additionally, the data must be edited during processing to make sure that erroneous results will not be produced, particularly ones which would not be easily noticeable. Deviations from record format and data field must be checked. Format deviations mean that one or more pieces of data have been skipped or punched in twice. Data field errors mean that data values are outside of the permissible range set for the particularly variable.

EFFECTIVE STRATEGIES AND COMPARATIVE ANALYSIS

The goal of the Effective Strategies and Comparative Analysis section is to foster ideas and creative thinking that will help establish a specific strategy for revitalizing the State Street area.

The first part of the section describes a general framework for creating an effective redevelopment strategy. The final sections itemize effective strategies that have been used in other cities and provide case studies from other American cities, that provide examples of successful redevelopment initiatives in other cities that may be effective in pursuing the goals of the State Street project.

GENERAL FRAMEWORK

While many specific redevelopment strategies exist, most fall into the following general categories.[1] Initiatives in these categories cannot be stand-alone activities or the sole basis for redevelopment activity. Rather, multiple initiatives across and within categories should be employed to create a diverse effort that will result in increased appeal, social interaction, and economic activity in the State Street area.

- Design: Activities in this area focus on enhancing the physical appearance of the commercial district by rehabilitating buildings, initiating construction activities, and planning for long-term area design. This category also can include infrastructure changes such as planting and protecting trees, changing street width, or implementing pedestrian districts.

- Organization: Any effective redevelopment strategy needs a solid organizational framework from which to build. The State Street Association and the Downtown Development Authority are excellent examples of the types organizations needed to provide leadership and act as a forum for community input and creative ideas. Defining objectives and adhering to fundamental principles will help guide the development process. Once objectives are formed, these organizations must use strategic plans to build consensus among various stakeholders and foster cooperation among divergent entities to ensure that project development and implementation provide for the overall future economic and social well being of the area.

- Promotion: Marketing the area's appeal is key to attracting businesses, customers, investors, locals, and visitors. By publicizing what the area has to offer, businesses will be able to attract new customers and create a social awareness of the enhancements brought about by the revitalization effort. Advertisements and special events are just two examples of promotional activities that can enhance pedestrian traffic in the State Street area.

- Economic Restructuring: A key to redevelopment success is strengthening and expanding the current economic base of the area to meet the challenge of drawing attention back into the

[1] These categories have been adapted from the Main Street Center's "Four Point Approach" to downtown revitalization. The Main Street Center is a program of the National Trust for Historic Preservation.

city from outside developments. This area includes identifying creative financing mechanisms to pursue project goals.

COMPARATIVE ANALYSIS

Many towns throughout the nation share similar characteristics with Ann Arbor. Population size, integration with a large research university, and proximity to a large city are just some of the factors that liken these towns. While many share similar characteristics, some do not face the same challenges as Ann Arbor and therefore do not warrant an analysis of their trends and conditions. Likewise, lessons can be learned from cities unlike Ann Arbor whose revitalization efforts transcend demographics. The following comparative analyses will provide valuable lessons for the State Street revitalization effort.

Burlington, Vermont and the Church Street Market

Burlington is a picturesque town of about 50,000 people in a metropolitan area of about 160,000. The city has many amenities including a large regional airport and the University Medical Center associated with the University of Vermont. The University of Vermont and four other area colleges collectively contribute about 15,000 students to the Burlington community. Several large high-technology corporations have located in Burlington, including IBM and Digital Equipment Corporation, as well as ski equipment companies and the headquarters for Ben & Jerry's.

Responding to the threat posed by strip mall development on its outskirts, Burlington created the pedestrian-only Church Street Marketplace in 1981. The city has since received much recognition for the community it has built. Among accolades provided by Reader's Digest, Parenting Magazine, the Utne Reader, and the U.S. Conference of Mayors, Burlington received national acclaim when the Main Street Center recognized its downtown with a "Great American Main Street Award." The brick-paved marketplace is Burlington's social center, always vibrant with students and residents, children and adults. The busy thoroughfare provides a variety of services, including sidewalk vendors, bookstores, art supply stores, a Banana Republic, and many restaurants, bistros, and outdoor cafes. The market features more than 130 specialty shops, from national retail chains to stores selling only true Vermont crafts. Downtown Burlington has two independently owned cinemas, a renovated theatre, and a large shopping complex just to the north. Businesses in the marketplace are more than 70 percent locally-owned.

In 1993, the Marketplace underwent a $900,000 "upgrade" associated with the finalized waterfront redevelopment plan.[2] The capital improvements project, paid for by the city, extended the two-block pedestrian mall one block north. In addition, a local developer donated the money to construct a reflecting pool—used as a skating rink in winter—while another developer bought and renovated the J.C. Penney building, now filled with retail shops, two restaurants, a health club, and a child-care center.

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[22] While Burlington and Ann Arbor share many similar characteristics, Burlington benefits from a recent $22 million upgrade to its waterfront on Lake Champlain.

Burlington also hosts an array of special events that provide an opportunity for community interaction and support local downtown businesses. Among these are the Pepsi Concert Series, the Champlain Valley Folk Festival, the Discover Jazz Festival, and the international "First Night" celebration. Burlington has been hosting "First Night," a community-based New Years' Eve celebration for 15 years. In addition to a fireworks display, "First Night" promotes the performing and fine arts and offers a variety of events at locations throughout the downtown area. The Vermont Chamber of Commerce recognized Burlington's "Marketfest '97" as one of the state's top entertainment events. These promotional events have brought thousands of visitors, residents, and consumers to downtown Burlington.

The marketplace prides itself on maintaining an attractive appearance. Maintenance crews are on duty every day removing snow, washing awnings, removing litter, repairing brick, and making necessary touch-ups to maintain a vibrant, attractive atmosphere. The Church Street Marketplace also received a $4,000 "Trees for Local Communities" grant from the Vermont Department of Forests, Parks, and Recreation to replace trees that had died. To pay for Church Street promotion, marketing, and maintenance, a special assessment district was formed that levies common area fees and grants licenses.

Burlington Community Economic Development Office
Could not find contact information at this time

Lake Champlain Regional Chamber of Commerce
60 Main Street, Suite 100
Burlington, VT 05401
Phone: 802-863-3489
Fax: 802-863-1538

Berkeley, California and Telegraph Avenue

Berkeley, California is a cultural potpourri that caters to the needs of its diverse population. Home to resident bikers and hippies, a wealthy upper-middle class, and the 30,000 students of the University of California at Berkeley, the city is a vibrant place with plenty to offer. That vibrance and diversity is best exemplified on Telegraph Avenue, a retail and pedestrian district that serves as the cultural heart of the city. Stretching for about a mile, Telegraph Avenue is a lively and diverse area, offering natural food shops, specialized crafts, ice cream parlors, coffeehouses, bookstores, as well as plenty of high-end retail. Street vendors are a mainstay on Telegraph, as is the atmosphere of an on-going festival. On Sundays, Telegraph hosts a street fair with a farmers market, clothing and gift vendors, food, artists, and live music.

Still, crime, filth, and aggressive youth are driving profits down for businesses along Telegraph. In fact, some businesses have closed or threatened to leave, citing an atmosphere of unruliness as the reason. According to Dan Craig of the Downtown Business Association, the City Council's effort to impose legal or other restrictive activity is frequently tempered by the "liberal" activist community. Although business owners attend Council meetings to voice concerns about the trends on Telegraph, the activists are numerous and vocal enough to prevent any restrictions. In

November 1998, the City Council requested a plan to ensure the economic vitality of Telegraph Avenue while combating homelessness, drug-dealing, and gang-like activity. In an uncharacteristically aggressive move, the Council is considering a ban on sitting directly on the sidewalk, limits on dogs, and banning skateboards on commercial district sidewalks. The council recently approved $185,000 for other measures including police overtime, increased social services for the homeless, and more frequent cleaning of streets, sidewalks, and public restrooms. An additional $40,000 was approved for holiday marketing in the area and for peer counseling for youths.

The community and the University of California at Berkeley have reacted as well. Business owners, residents, and activists formed the Telegraph Avenue Association to address the deterioration of the district. The Association works with the University and the city on a variety of improvement projects, including community policing and sponsoring a tree-planting campaign to spruce up the area. The University has committed campus money and manpower to improve safety and aesthetics. In the past, the University has paid for sidewalk lighting and provided matching funds for capital improvements. The University and the city also share the cost of a joint patrol of the Telegraph area.

In addition to trying to "clean up" Telegraph Avenue, merchants and the Association sponsor a regular Sunday fair in a move to draw people back into the district. The fair is perceived as being highly successful by both residents and business-owners at restoring some of the vitality once attributed to Telegraph.

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Boulder, Colorado and the Pearl Street Mall

A college town, nestled into the Front Range of the Rocky Mountains, Boulder is an intellectual and environmental haven. The town of 100,000 is home to the University of Colorado at Boulder and its 25,000 students, who bring additional vitality to this already vibrant city. The city is surrounded by magnificent beauty, and officials have acted to keep it that way by capping housing growth at 3 percent a year and zoning against high-rise buildings.

In 1977, city officials developed the Pearl Street Mall in an attempt to revitalize a lagging downtown. The $1.85 million project, financed in a public-private partnership by both the city and businesses, created a four-block, pedestrian-only commercial zone. The mall has eighty-three shops, a theatre, ethnic restaurants, and plenty of outdoor amenities including tables and seating, flower gardens, statues, and plenty of trees.[3] The city acts to enhance the general vibrance of the district and attract additional consumers by sponsoring frequent special events. Parades, concert series, local bands, Fourth of July celebrations, art fairs, and seasonal festivals

[3] The $1.85 million is quoted in 1977 dollars.

all draw large crowds and significant revenue to the area. The pedestrian mall has been hailed as a complete success and has won multiple national design awards.

A 1996 survey conducted this fall by RRC Associates shows the average visitor to Pearl Street is a highly-educated, working professional with income between $ 25,000 and $ 50,000 who spends an average of $ 61 while visiting.[4] Forty-two percent of Pearl Street patrons are from out of town. The average visitor comes twice a week, more than to any other district in Boulder. Pearl Street patrons cited the cost and availability of parking as a problem.

Boulder's biggest challenge in maintaining a vibrant downtown in the dearth of available parking. There are three public parking structures located near the mall, but they are often full at peak times, such as during lunch and on weekends. A recent study conducted by the Downtown Alliance found that 1,180 new parking spaces are needed to fill downtown demand. To respond, the city council and the Central Area General Improvement District approved two new parking structures: a $13.5 million, 700-space structure financed and operated by the city and a 334-space facility built by a developer. In addition, the city raised the cost of metered and structure parking and began to charge for metered parking on Saturdays. Money from the rate increases will go to improvements on the Pearl Street Mall and to help fund the shuttle bus system. However, while the new policies will alleviate parking pressure, they do undermine the city's environmental goal of encouraging mass transit, walking, and biking.[5]

Another hurdle faced by the city is how to prevent lease rates from driving local businesses out of the market, turning Pearl Street into a mall of national chains. The mall currently has a productive mix of national stores (such as Banana Republic and Abercrombie and Fitch) and locally owned shops, but local retailers fear rising lease rates. To combat loss of local business, many property owners refuse to rent to national chains.

Boulder Chamber of Commerce
The Chamber Center, 2440 Pearl Street
PO Box 73, Boulder, CO 80306
Phone: 303-442-1044

Chattanooga, Tennessee and Market Street

Chattanooga, a town of 182,000 people, serves as a model for cities looking to revitalize their downtown areas. A decade ago, Chattanooga was an industrial wasteland. After its manufacturing industries collapsed in the 1970s, businesses and residents alike fled the city for better opportunities elsewhere. Chattanooga faced high unemployment, a riverfront full of abandoned factories, and problems with air and water quality.

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[4] Study conducted in Fall of 1996 by RRC Associates. The Pearl Street Mall. Denver Rocky Mountain News, Business Section, page 1B, November 17, 1996.

[5] "Boulder Approves Two New Parking Garages." Denver Rocky Mountain News, Local Section, Page 34A. March 5, 1998. (No Author).

Chattanooga responded by creating a broad vision for their city and ensuring that all development dovetails with that vision. Rather than implement development project-by-project, Chattanooga made certain that each project furthered the goals of the city's plan. Chattanooga strategized to revitalize the city through tourist attractions and developing small businesses. The city's proximity to Atlanta makes it an ideal destination for those looking for something different on the weekends.

Chattanooga's redevelopment efforts have been successfully in part due to the efforts of a public-private development agency, River Valley Partners. River Valley was seeded with $10 million from banks and foundations, and has members of the city and county government on its board. At first, commercial and individual developers were slow to invest in downtown redevelopment, but the agency purchased and cleared valuable land and aggressively sought developers.

To date, Chattanooga has invested $355 million in public and private funds in cultural attractions, restaurants, shops, and residences. In 1992, the Tennessee Aquarium opened and now draws over one million visitors each year. Twenty-five percent of these visitors travel from Atlanta. Much of Chattanooga's development has focused on the waterfront, transforming the industrial section of downtown, and a new 20,000-seat football stadium at the University of Tennessee at Chattanooga.

Development has succeeded in the inland commercial district as well. As part of the revitalization, buildings around Market Street are being restored to their historic facades. Cafes, restaurants, and galleries are moving into the area. Once-dilapidated buildings now house artists' studios and a performance stages. Vacant buildings are being converted into luxury apartments and several turn of the century buildings have been transformed into "Jack's Alley," with a barbecue restaurant, martini bar, and a bakery. The city perceives residential development as vital to its success. While there are only 100 housing units built downtown so far, 300 more are under construction and people are beginning to move back downtown.[6]

In the past ten years, Chattanooga has attracted 48 new restaurants and 80 new retail businesses to its commercial district. To service the city's visitors, a Chattanooga-based firm builds emission-free electric buses and provides transit for free. Development has been so successful that the city has built a new downtown hotel to accommodate all the tourists.

Chattanooga Area Chamber of Commerce
James O. Kennedy, CE0
1001 Market Street
Chattanooga, Tennessee 37402
Phone: 423-756-2121

[6] Turner, Melissa. " Pardon me, boys, is THIS Chattanooga?" The Atlanta Journal and Constitution. Business Horizon. p. 1E. April 20, 1998.

Chattanooga Downtown Partnership
2nd Floor Miller Plaza
850 Market Street
Chattanooga, TN 37402
Phone: 423-265-0771

Holland, Michigan and Eighth Street

Holland's historic downtown has made an amazing turnaround despite the fact that malls on the outskirts of town began to draw shoppers and businesses away. Combining forces with one of its wealthy citizens, Holland began to renovate its buildings, install brick sidewalks and old-fashioned lampposts in an effort to bring a charming feel to its downtown. Instead of trying to compete in the same market as the malls, Holland attracted unique retail shops and provided services that could not be found in the malls. New stores include a party and wine store, a furniture store, and a shop that sells arts and crafts from developing countries. Bookstores, toy stores, restaurants, and galleries add to the variety. In 1993, Holland converted its old post office building into the Holland Museum. Holland also has added residential development with Freedom Village (housing for senior citizens), and individual units for Hope College students and residents.

Holland has promoted much of this growth by offering free design assistance and low interest loans to downtown property owners. Ordinances allow sidewalk cafes and creative shop signs. Holland's development committee, the Downtown Development Authority, has implemented an aggressive business development program and converted unused space on buildings' upper floors into upscale apartments. The city and private sector combined forces to address infrastructure by implementing Streetscape and Snowmelt. Streetscape is a $2 million city-funded project that moved utility lines from overhead to underground and added pedestrian amenities like improved sidewalks and landscaping. The private sector chipped in by helping to pay for building façade improvements and assisting with the $1 million Snowmelt project. Snowmelt, the largest system of its kind in the United States, is an underground heating system that reduces snow accumulation on streets and sidewalks. As a result, city officials claim that downtown stores have seen an increase in winter revenues over past years.[7] The Downtown Development Authority continues to pursue city goals through the strategic plan, "Broadening the Vision," which analyzes priorities and seeks opportunities to keep downtown thriving.

Holland is also famous for its annual Tulip Time festival. Each spring, over 1 million visitors flock to Holland during the 10-day festival, which features millions of tulips planted in parks, streets, and gardens throughout the city. Three parades, as well as musicians and traditional dancers add to the festivities.

Holland's efforts have so far resulted in a net gain of 50 new businesses and $43 million in additional revenue. Retail occupancy has jumped from 25 to 95 percent.[8] Holland has received

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[7] Van Dine, Lynn. "New Image Blooms for Holland." The Detroit News. Metro, p. B3. May 18, 1997.

[8] "Main Street/Downtown Development Authority." September 18, 1997. Main Street Program Home Page. www.mainst.org. December 5, 1998.

the National Trust's Main Street Award and been named an All-American City by the National Civic League. Eighth Street also is now listed in the National Register of Historic Places.

Downtown Development Authority
Patty Seiter - Director
194 1/2 South River Avenue
Holland, Michigan 49423
Phone: 616-355-1050

Madison, Wisconsin and the State Street Mall

Madison is Wisconsin's state capital and second largest city. With a population of over 400,000, it is also home to the University of Wisconsin at Madison and its 40,000 students. Madison's cultural center is on State Street, a pedestrian mall lined with almost 200 shops, bookstores, galleries, restaurants, comedy clubs, and coffee houses. State Street connects the university and student housing areas on one end to the State Capitol on the other. State Street is also an historic district with many of its buildings dating back to the mid-1800s.

The State Street Mall abounds with activity including a Farmer's Market, art fairs and concerts, outdoor cafes, and craft vendors, who can only sell goods they make themselves. Large special events are frequent, with about 15 concerts or fairs occurring each year. To facilitate the festive atmosphere, the city provides outdoor power hookups and banner poles for special promotions. Coordinating all this activity is a city-hired coordinator for the mall who acts as a liaison between the city, businesses, event promoters, the police, and the public.

The mall was developed in the mid-1970s to address the exodus of businesses to the suburbs. Creation of the mall cost about $9 million, for which local taxpayers, businesses, and the federal government each paid one-third.[9] While establishing a pedestrian mall was controversial at the time, the State Street Mall has contributed significantly to Madison's economy and has been widely hailed as a complete success. In 1998, Money Magazine voted Madison one of its "Best Places to Live in America."

However, State Street is not without its problems. The mall attracts panhandlers who sometimes can be aggressive, and has been the scene of frequent robberies. Merchants in the area feel that customer uneasiness could be contributing to a decline. In addition, city crews are kept busy picking up litter from the streets and cleaning graffiti from bus shelters. To respond, the State Street Business Association works with the police department and the city to ensure that laws are enforced and to reduce panhandling and aggressive behavior.

Greater State Street Business Association
www.state-st.com

[9] Broadway, Joel. "Just Like the Mall?" Wisconsin State Journal. Metro/State, p. 1D. October 9, 1992.

Greater Madison Chamber of Commerce
P.O. Box 71
Madison, WI 53701-0071
Phone: 608-256-8348
Fax: 608-256-0333
www.greatermadisonchamber.com

OTHER CITIES OF INTEREST

Rockville, Maryland – Creating an Authentic Feel[10]

Rockville is attempting to revitalize its downtown by recreating a town center through a massive public-private partnership. A retail pavilion and a 13-screen, stadium-style movie theatre were unveiled in November[11] 1998, which have served to attract people to downtown Rockville after working hours. The streets around the new Courthouse Square Park and theatre have been paved with brick and cobblestone and an old 12-foot clock was placed in front of the theatre to give the area a traditional downtown feel.

Peerless Rockville
Eileen McGuckian - Executive Director
29 Courthouse Square, Room 110
Red Brick Courthouse, Rockville Town Center
P. O. Box 4262, Rockville, MD 20849-4262
Phone: 301-762-0096
Fax: 301-762-0961
www.millkern.com/peerless

Germantown, Maryland – Fostering Community Interaction

Germantown also is undertaking a massive town center initiative. As part of its redevelopment efforts, community planners have placed an emphasis on culture and community. To create the desired atmosphere, Main Street will be lined with trees and a new town commons will create a park-like atmosphere adorned with benches, fountains, chessboards, and even hopscotch courts painted on the ground.

Germantown Historical Society
P.O. Box 475
Germantown, MD 20875

[10] Information for the three Maryland cities was gleaned from the following source: Leibowitz, Elissa. " Destination: Town Center; Blueprint for Development Calls for Return to Downtowns." Washington Post. Weekly Section. November 12, 1998.

Kensington, Maryland – Competing with Suburban Retail Through Quaint Appeal

Kensington's Antiques Row still has a traditional feel, but has become worn down and less attractive over time. To compete with renovated shopping districts in the suburbs, planners will redesign the streetscape along the one and a half block area. Attempting to achieve a more old-fashioned look, sidewalks will be repaved, new trees and shrubs will be planted, and antique-style lightposts, garbage cans, and signs will be added. The county is paying for the renovations and is encouraging storeowners to contribute by renovating the facades of their buildings.

Greater Montgomery County Chamber of Commerce
2401 Research Boulevard, Suite 204
Rockville, Maryland 20850
Phone: 301-258-9000
Fax: 301-208-0280

Burlington, Iowa

Rather than demolish three downtown historic buildings, the local Main Street Organization convinced the developer to donate the buildings and the cash that would have been used to destroy them. The organization invested the money to renovate the first building, after which it was sold. They then used the proceeds to refurbish the second building and sold it. They continued the process on the third building, a stone mill. Each time a building was sold, the building's deed included a protective covenant to preserve the architectural features. In the past 12 years, eighty new businesses have opened downtown, spurring $4.5 million in new investments.

Department of Economic Development /Main Street Iowa
200 East Grand Avenue
Des Moines, IA 50309
Phone: 515-242-4733
Fax: 515-242-4859
www.state.ia.us/ided/crd/mainstreet

Marquette, Michigan

Downtown Marquette boasts over 45 retail shops, as well as restaurants, theatres, galleries, and night spots. The city recently won the "City of Lights" award.

Downtown Marquette Association
Terri O'Neil - Promotional Director
PO Box 802
220 West Washington Street, Suite 127
Marquette, MI 49855
Phone: 906-228-6213

Fax: 906-228-6288

Downtown Development Authority
Mona Lang - Executive Director
PO Box 802
220 West Washington Street, Suite 127
Marquette, MI 49855
Phone: 906-228-6213
Fax: 906-228-6288

Pittsburgh, Pennsylvania

Development efforts in the South Side of Pittsburgh center on an 18-block commercial district on East Carson Street. The South Side Business Alliance--a coalition of the South Side Chamber of Commerce and the East Carson Main Street Program--has provided more than 200 businesses with low-interest loans for growth and expansion. The area has been designated an historic district, complete with a sign ordinance ensuring appropriate signs on historic buildings. Development efforts include promotional campaigns such as the South Side Summer Street Spectacular. Since 1985, the vacancy rate has dropped form 20 to 6 percent, 116 new businesses have started, 750 jobs have been created, and $20 million has been invested.

South Side Business Alliance
Amanda McQuillan - Manager
1417 East Carson Street
Phone: 412-481-0651

Libertyville, Illinois

Illinois Suburban Main Street Program
Office of Lieutenant Governor Bob Kustra
100 W. Randolph, Suite 15-200
Chicago, IL 60601
Phone: 312-814-8760
Fax: 312-814-4862

MainStreet Libertyville, Inc.
133 E. Cook Avenue
Libertyville, IL 60048
Phone 847-680-0336
Fax 847-680-0370

New Brunswick, New Jersey

Main Street New Jersey
New Jersey Dept. Of Community Affairs
CN 806
Trenton, NJ 08625
Phone: 609-633-6266
Fax: 609-292-9798

ANNOTATED LITERATURE SEARCH

LOCAL AREA DOWNTOWN ECONOMIC DEVELOPMENT

Author: Christopher Alexander
Title: A Pattern Language
Source: Oxford University Press, 1977
Summary: This is an excellent reference book for creating healthy and prosperous urban areas. Many different features that an area could contain (from cluster-house arrangements in a suburb to mixed use in an urban area) are listed. The author describes each one, recommends how such a feature could be designed, lists what other features it works well with, and gives the feature an overall rating that indicates the importance of that feature in creating a "good" environment. The source is an interesting handbook for generating ideas of what works well in particular environments as well as by citing what combinations of features work well together.

Author: Laurence A. Alexander
Title: How downtowns organize for results: 24 case studies
Source: Downtown Research and Development Center, 1987
Summary: This short book is an excellent guide to organizing and managing downtown development. Useful chapters cover political topics such as utilizing merchant's associations, getting downtown friends into action, meshing downtown associations with downtown authorities, and organizing public-private partnerships. Several case studies are used to illustrate those topics including Chicago, Boston, Albany, Durango, Portland, and Memphis.

Author: Edward James Blakely
Title: Planning local economic development: theory and practice
Source: Sage Publications, 1989
Summary: This is an excellent theoretical and analytical resource for national policy options and local economic development. The topics covered are broad in scope and deep in discussion. Different from other books on the topic, the author spends extensive time analyzing "requirements" for policy options—both political and legal. Most of the material in this book is more applicable to large scale urban economic development but some sections (i.e. data collection, zoning regulations) are very relevant to the State Street project.

Author: Dale Buss
Title: Taking care of local business
Source: Nation's Business, July 1997, page 42
Summary: This article focuses on how communities enjoy big returns in job creation and economic growth by nurturing local companies. The author explains that making a city hospitable to entrepreneurs depends on a number of factors, including a healthy economic infrastructure, effective cooperation among public and private bodies, and the right geographic and climatic environments. Experts say that an atmosphere that encourages small business owners is also important. The writer describes how Kansas City, Oklahoma City, and Toledo have attempted to become havens for entrepreneurs.

Author: Bernard Cohen
Title: Deviant Street Networks
Source: Lexington Books, 1980
Summary: Chapter Eight specifically focuses on the darker sides of urban areas such as prostitution and drug trade. The author describes how to tell the signs that these things are going on and how to prevent and eliminate such activities.

Author: Robert Cramer
Title: Funkytowns USA
Source: PST Press, 1995
Summary: While a bit quirky, this book highlights towns all over the U.S. that are distinct and notable in some unique way. Royal Oak, MI is included in its study as a highlighted city. The book uses "alternative" criteria. The

evaluation system includes categories from "unconventional regional customs" to existence of an "alternative economy." Overall, this book helps to suggest a non-traditional way of evaluating downtown areas that could be helpful in examining the State Street Area.

Author: Peter K. Eisinger
Title: The rise of the entrepreneurial state: state and local economic development policy in the U.S.
Source: University of Wisconsin Press, 1988
Summary: This is an excellent theoretical and academic primer on economic development. The book is divided into three distinct sections: groundwork, the supply-side tradition, and demand-side policy in economic development. The topics covered in each section range from basic economic theory to specific policy analysis. Unlike other books on the topic, it places U.S. economic development policy into the context of time and region.

Author: John Fondersmith
Title: Downtown 2040: making cities fun!
Source: The Futurist, March/April 1988, pg. 9-17
Summary: The author explains that downtown revitalization programs that have been launched in many major U.S. cities will continue well into the future. The article focuses on why office development remains the most important factor in future downtown development. There is an interesting discussion on how the preservation of historic buildings and districts will expand as cities recognize the importance of their unique pasts. The development of new parks and plazas, waterfront areas, and cultural centers will also play a part in the revival of downtowns. Faster and more efficient transportation systems will also be developed to better control the flow of traffic in urban centers.

Author: Bernard J. Frieden and Lynne B. Sagalyn
Title: Downtown, Inc: How America Rebuilds Cities
Source: MIT Press, 1989
Summary: The authors outline strategies for cities looking to remake themselves. The book explores the downward trends of U.S. cities and suggests that conceptualizing downtowns as shopping malls is the key to sparking new growth. Several cities are used as case studies including Boston, Seattle, St. Paul, San Diego, and Pittsburgh. Chapter seven, deal-making, is a useful guide to the world of "downtown" politics. Chapter eight, getting and spending, looks at various local, state, and federal financing mechanisms for innovative projects.

Author: Deryck Holdsworth
Title: Reviving Main Street
Source: University of Toronto Press, 1985
Summary: This book examines Main Streets in Canada. The last of three chapters is the most useful. It focuses on organizing for change, store-fronts, catching the customer's eye, new designs, and marketing strategies. The authors examine the intersection between physical appearance and business development. Unfortunately, the book is somewhat outdated and focuses too extensively on the "history" of Main Street.

Author: Lawrence O. Houstoun Jr.
Title: From Street to Mall and Back Again
Source: Planning, June 1990, American Planning Association, pp. 4-10
Summary: This article discusses the movement away from malls and towards downtown retailing. The author warns against quick indiscriminate decisions to remove malls due to short-term trends in pedestrianization. This article includes a comparative analysis of ten pedestrian malls across the nation. Unfortunately, all of the cases examined are in large urban cities.

Author: International Development Association
Title: Status of Downtown Development Trends: Preliminary Results and Analysis
Source: International Development Association, May 1992
Summary: This book is based upon a detailed survey distributed by the IDA to 35 cities in March 1992. It identifies downtown development trends and the emerging visions of downtowns of the future. Most of the analysis deals with issues of office space and land development.

Author: Allan Jacobs
Title: Looking at Cities

Source: Harvard University Press, 1985
Summary: The author stresses the importance of field observation in evaluating downtown areas, assessing potential changes, and directing research and action. Main themes include our inability to view environments objectively, the need for constant observation of an area in order to take note of changes, the importance of walking through and experiences an area to look for changes, and the importance of not only noticing where changes and urban activity are going on but also where they are not and why.

Author: George Kelling
Title: Measuring what matters: A new way of thinking about crime and public order
Source: The City Journal, Spring 1992, 21-33
Summary: The author focuses on the need to dispel myths about public crime and redefine measurements of successful policing. In effect, this article demonstrates how powerful the public perception of crime can be and that these perceptions are making people unnecessarily afraid to explore their urban environments.

Author: Robert Long
Title: Mixed-use facilities.; Including theaters
Source: Theatre Crafts, December 1989, pg. 50-53
Summary: The author discusses mixed-use developments (MXDs)--collaborations between arts organizations and real estate developers with the encouragement of local government. MXDs present opportunities for capital construction funds, choice downtown locations, and sources of operating revenues. Developers benefit from municipal tax incentives, zoning allowances, the prestige conveyed by the arts organizations, and increased pedestrian traffic.

Author: Kevin Lynch
Title: The Image of the City
Source: MIT and Harvard University Press, 1960
Summary: Chapter Three specifically discusses five key elements that are needed to make a downtown area work well when designed properly: definable paths, edges, districts, nodes, and landmarks. These five elements work together to create a definable downtown space that is distinctive and memorable for its visitors.

Author: Dan Martin
Title: Shopping for Trends
Source: Planning, December 1990, pg. 14-18
Summary: The author focuses on how changing American habits and preferences will alter shopping trends in the U.S. in upcoming years. For example, they predict that Americans are likely to save and invest more, while spending less due to high consumer debt levels and worries about retirement. In addition, due to increasingly busier lives, shopping trips will be shorter as time is at a premium. Furthermore, shoppers are tending to move away from the big box retail and regional shopping centers, and moving back towards the community shopping centers which have more specialty stores, better variety, and improved personal service. The prediction is that discount and off-price stores will continue to be popular with shoppers and may move into more downtown areas as a result. However, the article also purports that the stronger economy will allow people to avoid the impersonal service of discount stores, leading them to frequent specialty stores instead.

Author: National Main Street Center, National Trust for Historic Preservation
Title: Main Street: miracle on Main Street, help for historical commercial areas
Source: National Trust for Historic Preservation, 1992
Summary: This is a nifty brochure of the National Main Street Center's mission and activities. It outlines the Main Street Foundation's four-point approach and twenty things "you" can do today.

Author: National Main Street Center, National Trust for Historical Preservation
Title: Main Street Guidelines
Source: National Trust for Historic Preservation, 1987
Summary: This brief report exclusively focuses on signs for Main Street. Issues discussed include signs and the revitalization process, signs and the shop owner, sign diversity (wood, paint, decals, etc…), and sign design. This may be useful to the physical redevelopment branch of the project.

Author: Dolores Palma
Title: Downtown trends, downtown success: rejuvenating the heart of the community
Source: Public Management, December 1992, pg. 2-5
Summary: This article discusses the trends and resource needs that downtowns will probably face between 1992 and 2000. The author explains how small businesses were the foundation of the local economy for job, revenue, and tax generation. As the number of new industries decreases and as big businesses shrink, small businesses are becoming increasingly more important to the local economy. Local governing bodies and community leaders who want to revitalize central business districts need to become familiar with the trends that will affect downtown, develop the necessary skills and resources to capitalize on those trends, and work with others to achieve success.

Author: Cyril B. Paumier
Title: Designing the Successful Downtown
Source: Urban Land Institute
Summary: This book outlines the planning and urban design principles that form the foundation for development programs in small and medium-sized cities. Emphasis is placed on two issues: a lively business market and a distinctive sense of place. The first half of the book explores the history of marketplaces and downtown markets. The second half is devoted to practical planning guidelines such as vehicular circulation, pedestrian circulation, public transit, parking, public spaces, and architecture. This book may be useful for the last phase of the APS project.

Author: Terry Pindell
Title: A Good Place To Live: America's Last Migration
Source: Holt and Co., 1995
Summary: This book is an excellent resource on how to evaluate downtown areas. The author has traveled throughout the country and interviewed hundreds of people on what makes an area a good place to live and frequent. He bases his conclusions on the premise that we as people are forever in search of a "good place to live" and constantly take note of things that we like as well as things that we do not. His criteria is a culmination of the themes cited most often by those he interviews and includes things from the area's local hang-outs to accessibility to green space.

Author: Douglas Porter
Title: Downtown Linkages
Source: Urban Land Institute, Policy Education Program, 1985
Summary: This book is the result of a policy forum sponsored by the Urban Land Institute and the US Conference of Mayors. The topic of this forum, downtown office/housing linkage programs, involved discussion of local requirements. Panelists debated the economic impact of linkage programs on downtown development and property markets, legal ramifications of linkage agreements, the effectiveness of linkage programs in meeting local housing and infrastructure needs, and ways the public and private sector can work together to maximize local development opportunities. All of these forum topics are irrelevant to the State Street project except for the last, which is only discussed briefly in the context of linkage programs.

Author: Project for Public Spaces, Inc
Title: Managing Downtown Public Spaces
Source: American Planning Association
Summary: This book summarizes the results of the Project for Public Space's study of over 200 downtown organizations that were members of the International Downtown Executives Association in 1982. It is geared towards private sector downtown organizations and offers suggestions for how public and private sectors can work better together. The handbook documents the public space management activities of many cities and tries to clarify harmful assumptions. It warns against "transplanting" programs from other cities without considering all possible ramifications. The three main sections of the handbook are: supplementing city services (maintenance, security, and transportation), creating a downtown marketplace (vending and farmers markets), and improving the design of public spaces (design review and public space improvement). Questions to consider when conducting research on these issues are included at the end of each section.

Author: Susan Reda
Title: Back to Main Street; Chains in downtown locations

Source: Stores, June 1997, pg. 24-26
Summary: The author points out that downtown locations are becoming more attractive to America's biggest retailers after being overshadowed by suburban malls for years. The article discusses how as development in malls slows, companies such as Gap, Saks Fifth Avenue, Barnes & Noble, Sears, and CVS are exploring new opportunities for growth by serving shoppers who want the atmosphere and convenience of shopping experiences that resemble small towns or old-fashioned city neighborhoods. Many see neighborhood locations as a means of growth, especially for specialty chains that had few alternatives to a mall-based real estate strategy. Some of the disadvantages of returning to downtowns include lower customer traffic, the necessary extensive renovations to available building stock, and the shortage of parking places.

Author: Laura Reese
Title: Categories of local economic development techniques: an empirical analysis
Source: Policy studies journal, 1993, 21: pg. 492-506
Summary: The author focuses on how scholars have employed typologies of development practices in the examination of local economic development incentives. The article is extremely quantitative. It examines the typologies of local economic development incentives by using data from 967 cities collected by the International City Management Association. There is a marginally useful literature review of the academic research on categories of local economic development.

Author: Witold Rybczynski
Title: The New Downtowns
Source: Atlantic Monthly, 1993, 98-106
Summary: This article looks at shopping malls as representing the future downtown centers. This claim is made due to the increasing prominence of shopping malls in American culture. As such, it evaluates the current character of shopping, and makes predictions as to the direction that it is going in the future.

Author: Gail Garfield Schwartz
Title: Where's Main Street, U.S.A.?
Source: Eno Foundation for Transportation, 1984
Summary: This book gathers information about the traditional American downtown and links it to speculation about how the future might change Main Street in cities across the country. It explores topics ranging from the economic functions of central business districts to forces affecting the future of Main Street. The focus of the book is extremely broad and paints a big picture of how issues such as technology, public policy, demographics, and consumer preferences will affect tomorrow's downtown areas.

Author: Kennedy Smith, Kate Joncas, and Bill Parrish
Title: Revitalizing downtown
Source: National Main Street Center, National Trust for Historic Preservation, 1983
Summary: This study examines the revitalization processes that have been used in more than 200 cities and towns across the United States. It outlines the strategies used, the programs and projects development, and the involvement of the public and private sectors. The study also identifies cities that have successfully revitalized their business districts. The real strength of this study is the number of case studies included. There are several cities similar to Ann Arbor that are included such as Ypsilanti, Athens, and Brigham City. Unfortunately, much of the data and information provided is severely outdated. Our comparative studies section includes more updated data from the National Trust for Historic Preservation.

Author: Jean P. Telkowski
Title: Economic development in Michigan's downtowns: DDA's and TIF's
Source: Michigan City Management Association, 1984
Summary: This report provides a broad overview of the process of establishing and operating a DDA or TIFA. This paper has value for officials and citizens who want to know more about Downtown Development Authorities and Tax Increment Finance Authorities before they establish them. It also allows individuals to learn more about activities of other authorities so as to improve their operations. Unfortunately, this paper is outdated. Appendix C lists all DDA's and TIFA's in Michigan as of November 1983. The use of Michigan data and case studies proves to be its most attractive attribute.

Author: Urban Land Institute
Title: Downtown development handbook
Source: Urban Land Institute, 1980
Summary: This book elaborates on the steps private and public sectors should undertake for new development projects in central business districts. Topics covered in this book include the definition of downtown, public-sector involvement in downtown projects, types of downtown projects, and citizen involvement in downtown development. Chapter four, the predevelopment stages, is broken up into three useful stages: project initiation and conception, analysis of project concept, and packaging the final project. Considerable attention is paid to financing mechanisms in Chapter five.

Author: William Whyte
Title: City: Rediscovering the Center
Source: Doubleday, 1988
Summary: The author focuses on how to conduct unobtrusive, yet direct observation of areas in order to make assessments of "how well they are working." Thus, much of the writing relates to method, yet the author also discusses the results of extensive research into what people like in downtown areas. Ideas include creating adequate spaces for people to sit, insuring good lighting, and allowing opportunity for "people watching." The book is an excellent resource due to Whyte's extensive research into people's preferences. A video-tape version that demonstrates his key findings is also available.

Author: Ken Worpole
Title: Towns for People
Source: Open University Press, 1992
Summary: The author argues that the relationship between people and places, between citizenship and public space, the values of cultural diversity and cosmopolitanism have been lost in the preoccupation with land-use planning and local economic growth. The book focuses on how towns have lost many of their traditional functions as meeting places and the centers of social/cultural/political life. Worpole advocates a new agenda for cultural and civic renewal within the context of rising street crime, night fear, unreliable public transport, and demographic splintering. It is particularly useful for those concerned about the effects of economic development on "intangible" issues.

Author: Ed Zotti
Title: New angles on citizen participation
Source: Planning, January 1991, 19-21
Summary: This article discusses new strategies for gauging public opinions. The author focuses on how planners in Chicago used focused small-group discussions as a useful tool in preparing new "framework plans" for the city's central area. Participants were solicited and interviewed by a local advertising agency. Similar to the State Street project, the proceedings lasted 90 minutes with a moderating facilitating discussion and questioning. The article argues that while the use of focus groups is quite common, their use in planning is rare despite tremendous potential for gauging citizen opinions.

Title: Empowerment Zone Benefits Research
Source: Professor Margaret Dewar, U of M Urban Planning Department, 1997
Summary: This document includes definitions and descriptions of different economic incentives programs used in downtown areas, a qualitative assessment of their pros and cons, a list of information sources (quite extensive).

Title: Downtown Safety, Security, and Economic Development
Source: Downtown Research and Development Center, 1985
Summary: This study involved a national solution search to development strategies that would combat crime problems in commercial centers in New York City. The findings of the study fall into three categories: design and development strategies, police and private security programs, and downtown leadership. The report recommends emphasizing dense and compact development, increased housing and mixed use development, and downtown special events in urban design and development. It also argues that the effectiveness of private security forces is minimal. Interestingly, the report points out that organization and cooperation of downtown businesses is the most important element of downtown crime reduction programs.

Title: Local Economic Development: an annotated bibliography

Source: The University of Michigan, College of Architecture and Urban Planning, 1983
Summary: This is an invaluable resource hidden in the Media Union Library. This 60-page bibliography is organized into eight sub-areas within economic development. Some of these are more relevant to the State Street project than others. They are: economic development process, support framework, financing, co-development, evaluation, marketing, commercial development, and industrial development. While this was put together in 1983, much of this deserves a quick glance and should be considered a supplement to this literature review.

Title: Managing design and development downtown
Source: U.S. Dept. of Housing and Urban Development, 1983
Summary: This booklet contains excerpts from the technical bulletin series, Managing Design and Development. Four separate and distinct pieces are included. The two relevant ones are entitled, "Innovative Zoning Tools for Downtowns" and "Creating Your City's Image." The first examines how zoning can be used as a major tool for influencing the form of private development. Some of the techniques discussed are: incentive zoning, mandated design features, special review districts, performance standards, and quantified qualities. The second article provides a theoretical discussion of creating a city image. The author breaks down building image into three easy steps: city analysis, urban design, and communication.

Title: Revitalizing Downtown Retailing Trends and Opportunities
Source: Urban Land Institute, 1983
Summary: This paper summarizes some of the basic factors that must be considered by any city attempting downtown retail development. It is based on interviews with forty experts on development and retailing. Four categories of downtown retail projects are described: downtown shopping malls, specialty or festival retailing, mixed-use projects, and retail street innovations. Parts of chapter two and three on "gauging the potential market" and "public-private cooperation" are relevant to the State Street project. Unfortunately, the study is over fifteen years old.

ROLE OF POLICY-MAKERS

Author: Louise Adler
Title: A proactive role for educators in local economic development: shaping the future
Source: Education and Urban Society, August 1997, pg. 524-47
Summary: The author discusses how schools are directly linked to economic environments of their communities in "multiple and reciprocal" ways. The article concludes that schools can play an active role in stimulating and facilitating the process of improving the economic base of communities.

Title: The effects of state and local public policies on economic development: an overview
Source: New England Economic Review, March/April 1997, pg. 2-12
Summary: This whole issue is devoted to the effects of state and local public policies on economic development. A review is presented of the literature on the relationship between public services, or at least government spending, and economic development in the jurisdiction providing those services, as measured by changes in population, employment, income, or the number of firms. Several articles present general results concerning the economic development or growth effects of transportation, public safety, and education spending or services, as well as the results of studies relating public capital to national productivity. On the more academic side, unresolved theoretical and econometric issues are considered and evaluated. Interestingly, suggestions for additional research or a refocused research direction are made.

PUBLIC-PRIVATE PARTNERSHIPS

Author: Laurence A. Alexander
Title: How downtowns organize for results: 24 case studies
Source: Downtown Research and Development Center, 1987
Summary: This short book is an excellent guide to organizing and managing downtown development. Useful chapters cover political topics such as utilizing merchant's associations, getting downtown friends into action, meshing downtown associations with downtown authorities, and organizing public-private partnerships. Several case studies are used to illustrate those topics including Chicago, Boston, Albany, Durango, Portland, and Memphis

Author: Richard Ghere
Title: Aligning the ethics of public-private partnerships: the issue of local economic development
Source: Journal of Public Administration Research and Theory, October 1996, pg. 599-621
Summary: This article surveys the ethics of public-private partnerships that affect public policy at the local level. A case study discusses the ethics of a partnership between a county government and a local chamber of commerce. The case is examined with both a personal moral perspective and a policy ethics perspective.

Author: William Miller
Title: 'Wave of fresh air': businesses and local governments increasingly are partners in mutually beneficial projects
Source: Industry Week, April 7, 1997, pg. 88
Summary: This article examines why in every one of the communities on Industry Week's top-25 list, connections between business leaders and local government officials are exceptionally close and have resulted in projects of mutual benefit to businesses and communities. The author discusses initiatives in these communities including economic development, education and training, downtown renewal, infrastructure improvement, housing, exporting, and lobbying.

Author: Norman Walzer and Brian D. Jacobs
Title: Public-Private partnerships for local economic development
Source: Praeger, 1998
Summary: This book is an extremely useful guide to public-private partnerships. It argues that public-private partnerships have become more prominent in recent decades as public officials have joined with private businesses to create jobs, increase incomes, and increase the quality of life. This book examines partnerships in all sizes and types. It organizes a collection of papers from various academics on public-private partnership issues including bureaucratic politics, measurement of success, information technology, and urban revitalization. Unfortunately, most of the case studies come from European cities.

Title: Revitalizing Downtown Retailing Trends and Opportunities
Source: Urban Land Institute, 1983
Summary: This paper summarizes some of the basic factors that must be considered by any city attempting downtown retail development. It is based on interviews with forty experts on development and retailing. Four categories of downtown retail projects are described: downtown shopping malls, specialty or festival retailing, mixed-use projects, and retail street innovations. Parts of chapter two and three on "gauging the potential market" and "public-private cooperation" are relevant to the State Street project. Unfortunately, the study is over fifteen years old.

TOWN-GOWN RELATIONS

Author: Victoria Balenger and William Sedlacek
Title: Living in commercial harmony: research as a catalyst for cooperative "town-gown" relations
Source: NASPA Journal, Fall 1991, pg. 63-67
Summary: The authors present results of a survey designed to discover why students choose not to use services in the student union or in the local community. The article discusses the distinctions between student unions and local businesses in terms of social and commercial opportunities. One interesting issue examined is parking and transportation problems for students who shop or eat downtown. Solutions such as delivery and shuttle bus services are discussed.

Author: Frank Markowitz
Title: Campus Moves
Source: Planning, July 1998, American Planning Association, pp. 14-20.
Summary: This article discusses how experiments in transportation technology are crossing the line between town and gown. The author suggests the following campus circulation planning goals: creating traffic-free pedestrian precincts, segregating travel modes, servicing buildings away from pedestrian entrances, smooth traffic flows from major to minor roads, and optimizing parking locations. Several University of California campuses are used to illustrate innovative public transit and "distance education" strategies.

FINANCING MECHANISMS

Author: Bernard J. Frieden and Lynne B. Sagalyn
Title: Downtown, Inc: How America Rebuilds Cities
Source: MIT Press, 1989
Summary: The authors outline strategies for cities looking to remake themselves. The book explores the downward trends of U.S. cities and suggests that conceptualizing downtowns as shopping malls is the key to sparking new growth. Several cities are used as case studies including Boston, Seattle, St. Paul, San Diego, and Pittsburgh. Chapter seven, deal-making, is a useful guide to the world of "downtown" politics. Chapter eight, getting and spending, looks at various local, state, and federal financing mechanisms for innovative projects.

Author: International Downtown Association
Title: Successful Downtown Development, Design and Management Programs: A compendium of funding tools and techniques
Source: International Downtown Association, PPS Project for Public Spaces,
Summary: This is an excellent guide to funding mechanisms. It is organized into three categories: financing the downtown organization, financing downtown management programs, and financing capital projects in the downtown. Topics covered include public-private ventures/agreements, leveraging funds, zoning, loan programs, and entrepreneurial activities.

Author: Urban Land Institute
Title: Downtown development handbook
Source: Urban Land Institute, 1980
Summary: This book elaborates on the steps private and public sectors should undertake for new development projects in central business districts. Topics covered in this book include the definition of downtown, public-sector involvement in downtown projects, types of downtown projects, and citizen involvement in downtown development. Chapter four, the predevelopment stages, is broken up into three useful stages: project initiation and conception, analysis of project concept, and packaging the final project. Considerable attention is paid to financing mechanisms in Chapter five.

Title: Local Economic Development: an annotated bibliography
Source: The University of Michigan, College of Architecture and Urban Planning, 1983
Summary: This is an invaluable resource hidden in the Media Union Library. This 60-page bibliography is organized into eight sub-areas within economic development. Some of these are more relevant to the State Street project than others. They are: economic development process, support framework, financing, co-development, evaluation, marketing, commercial development, and industrial development. While this was put together in 1983, much of this deserves a quick glance and should be considered a supplement to this literature review.

COMPARATIVE ANALYSIS

Author: Curtis Branscome
Title: Partners in progress.; Cooperation between city government and the community; Decatur, GA
Source: Public Management, May 1991, pg. 16-18
Summary: This article focuses on public institutions in Decatur, Georgia that work in partnership with citizens to meet the needs of the community. The Decatur Business Association now participates in a partnership with city residents, city government, and Decatur's Downtown Development Authority on projects for the common good. The Oakhurst Project, a coalition of parents, the Teenage Pregnancy Task Force, the school system, the Recreation Department, various social agencies, a private business partner, and a local bank, now works to address the needs of children at risk. The city has also encouraged neighborhoods and developers to cooperate toward their common benefit. The Decatur police work in partnership with neighborhoods that want to reclaim their terrain from the drug culture, an alliance that has achieved a 30 percent reduction in crime.

Author: Susan Clarke
Title: Institutional logics and local economic development: a comparative analysis of eight American cities
Source: International Journal of Urban and Regional Research, December 1995, pg. 513-33
Summary: This theoretical article examines the "new institutional terrain" for economic development policy-making in American cities. It separates the analysis into (1) the institutional orders or logic involved in shaping development processes and (2) the complexity of local institutional setting. The most interesting aspect of this article is its focus on the intersection of bureaucracy, democracy, capitalism, and corporate organization. Cities used in the study include Seattle, Dayton, Tacoma, Macon, Tulsa, Oklahoma City, Columbus, and Cleveland.

Author: Ben Craft
Title: City of brotherly love bets on the arts: Philadelphia
Source: Wall Street Journal (Eastern Edition) June 24 1998, B14
Summary: This short article chronicles Philadelphia's effort to revitalize Broad Street, popularly known as Avenue of the Arts, as part of a larger plan to jumpstart the city's downtown district. The city is providing tax incentives and public funding for a host of enterprising projects along the avenue.

Author: Robert Cullick
Title: San Antonio Hangs Tight to Its Dream
Source: Planning, March 1988
Summary: The author attributes the dampening of the city's enthusiasm for redevelopment to a preoccupied mayor and economic recession. By discussing the interlocked future of Mayor Henry Cisneros and the city of San Antonio, the article provides a nice glimpse at the intersection between politics, economics, and development.

Author: Lori Erickson
Title: Cinderella city
Source: Travel Holiday, September 1989, pg. 83-5
Summary: This articles describes the revitalization of Indianapolis, long considered a boring and unlikely place to visit, by a massive infusion of public and private development money, intelligent leadership, and hard work. Many people now visit the city for its athletic events, while downtown shops, restaurants, theaters, museums, and fine hotels draw others.

Author: Ned Gramlich, etc..
Title: The Ann Arbor Mayor's Blue Ribbon Committee on Finances and Management
Source: Blue Ribbon Committee, 1991
Summary: This study examines Ann Arbor's revenues, expenditures, and city employment in contrast with eleven other university towns across the nation. The cities in this study include ten public and three private universities. The comparative analysis illuminates the effect of the university on local fiscal decisions.

Author: Nancy Holt
Title: With a riverwalk, who needs ski lifts?

Source: Wall Street Journal (Eastern Edition) March 25 1998, B10
Summary: This article describes the attempts of Pueblo--a steel mill town in southern Colorado with a population of just over 100,000--to revamp its image by investing in a $24 million, 26-acre riverwalk being built downtown. The city redevelopment, which will also include a new, 28,000-square-foot convention center and a Marriott Hotel, is aimed at drawing visitors and businesses to a city that has long been passed over for its bigger neighbors along Colorado's Front Range.

Author: Nancy Holt
Title: Downtown Des Moines rocks to new beat
Source: Wall Street Journal (Eastern Edition) October 29 1997, B14
Summary: The author describes Des Moines' emergence as regional hub of business and culture in the Midwest. The nonprofit Downtown Partnership is working to cultivate a more sophisticated notion of the city and attract new talent to Des Moines by promoting the area's development boom. For example, local companies have built 3 office building since last year, expanding the downtown office market by 17 percent, or 1.4 million square feet. In addition, the city recently completed a 1,800-space park-and-ride and established a minor-league baseball team.

Author: Bradshaw Hovey
Title: Building the city, structuring change: Portland's implicit utopian project
Source: Utopian Studies, 1998, 9, pg. 68-79
Summary: This whole issue is devoted to architecture, design, and the idea of utopia. The author discusses the case of Portland, Oregon, which is widely recognized as a leader in downtown redevelopment, neighborhood revitalization, historic preservation, urban design control, mass transit development, and regional growth management. He asserts that Portland has directly challenged the following central assumptions about the structural constraints to achieving more livable cities: that downtowns must recede at the expense of "Edge Cities," the highway-oriented agglomerations of suburban office, retail, and residential space usurping the functions of historical downtowns; that central city neighborhoods will decay and then be redeveloped in a natural process of evolution; and that the regime of the automobile, highway, and low-density suburban development is irreversible. He submits that Portland has effectively opposed these structural constraints and achieved a more attractive urban way of life through a long series of "structuring" events and projects.

Author: Mara Cohen Ioannides
Title: When Good Faith Isn't Enough: Helping the homeless in Springfield, Missouri
Source: Planning, May 1998, American Planning Association, pp. 22-24
Summary: The author describes Springfield's attempt to deal with a homelessness problem. The article discusses how the problem isn't because of homelessness, but rather because of offensive public behavior. A recent zoning ordinance dictates the spacing between shelters and between shelters and neighborhoods and disperses services around the city. One of the controversial provisions limits shelters to a maximum of 50 beds. According to the author, the ordinance has had little impact to date—although many see the scattering of new shelters around the city as a positive move.

Author: Ben Johnson
Title: Suburban office continues growth track, CBDs poised; Research survey, developers/owners and financiers share their views
Source: National Real Estate Investor, April 1997, pg. 38
Summary: This articles discusses the National Real Estate Investor's exclusive research surveys, where 1,000 developer/owners and financiers were asked 23 questions relating to the state of the office market. Completed questionnaires returned amounted to 151-- a 15 percent response--which is a good number considering how busy real estate executives are in today's healthy markets. The findings indicate that key trends to watch in America's office markets include a potential shift from suburban focus to more of a downtown (CBD) focus as suburban rents continue to increase and values of CBD buildings rise.

Author: Louis Joyner
Title: Island living downtown.; Harbor Town residential development
Source: Southern Living, February 1993, pg. 68-9
Summary: The author describes Harbor Town in Memphis, Tennessee, which was selected as the magazine's winner in the residential development category. The Mud Island development, a neighborhood-oriented "town"

located near the heart of downtown Memphis, was conceived by Henry Turley of Island Properties Associates. The development is pictured and described and the project's development director, planning consultants, architectural consultants, engineers, planned development consultant, and wetland consultants are listed.

Author: Ruth Eckdish Knack
Title: Go Badgers, Fight Sprawl
Source: Planning, May 1997, American Planning Association, pp. 14-17
Summary: This article discusses the controversial "Vision 2020" plan, a controversial new land-use and transportation plan. Much of this article focuses on what makes Madison, WI a "special place." The author describes the brewing conflict between the city with outlying rural townships.

Author: Brenda Case Scheer and Mintcho Petkov
Title: Edge city morphology: a comparison of commercial centers
Source: Journal of the American Family Planning Association, Summer 1998, pg. 298-310
Summary: The author discusses the formal character of suburban edge city development using a series of scale maps. The maps compare street plan changes, current land subdivisions, and building footprints in the commercial centers of three edge cities. Each is also compared to a traditional downtown, offering compelling evidence of the dramatic transformations in urban form that have taken place over the last seventy years. The analysis points to the difficulties planners may have in controlling the formal character of newly developing suburban areas.

Author: Village of Dexter, Downtown Development Authority
Title: Village of Dexter Development Plan and Tax Increment Financing Plan
Source: Village of Dexter, Downtown Development Authority, 1993
Summary: This is the development plan for Dexter, located in Washtenaw County. The plan suggests the continued redevelopment of the historic commercial area, the installation of parking areas and pedestrian improvements, preservation of residential properties, reuse of a former Dapco facility, continued use and introduction of new recreation activities, and promotion of businesses within the business district. Much of this document is useless. However, it provides a nice example of what a development plan and tax-financing plan might look like.

Author: Bert Winterbottom
Title: Maybe your downtown needs a report card
Source: Public Management, June 1997, pg. 12-18
Summary: This articles examines the use of report cards in the local government planning process--an approach that is well suited to the needs of small and medium-sized communities. A report card offers an objective, external method of confirming success, verifying and refining development objectives, fostering mid-course adjustments to plans and programs, and revitalizing public and private leadership. This short-term, strategic process focuses on current issues, difficulties, and achievements and incorporates four, relatively brief steps: listening, recording, and learning; processing information; sharing findings; and taking action. Descriptions are provided of the report card methods that have been implemented in Corning, New York; Pueblo, Colorado; Macon, Georgia; and Greenville, South Carolina.

Title: 20 best cities for small business
Source: Entrepreneur, October 1997, pg. 102-19
Summary: This article discusses the 20 U.S. cities that best provide small businesses with springboards to success. Some of the factors common to all 20 cities include strong high-tech, biotech, and telecommunications sectors. In addition, increases in venture capital suggest not only potential future growth for a city but also a confidence in the region's entrepreneurs. Large corporations that are looking for local suppliers and services generally turn out to be allies of small business. Furthermore, innovative small-business programs, such as the Milwaukee Economic Development Corp.'s Capital Access Program, provide entrepreneurs with badly needed assistance. A ranking of the best entrepreneurial cities in the U.S. is presented; a profile of each city listed is provided; and some of the business ventures established by entrepreneurs in these cities are described.

Title: Taking care of downtown.; Downtown Development District
Source: Southern Living, April 1989, pg. 141
Summary: The article describes recent efforts in Canal Street in New Orleans by the city's Downtown Development District, or DDD. Created in 1975, the DDD is part of a growth management plan created for the New Orleans

Central Business District. The group, which is supported by a special property tax, has an annual budget of about $8 million. In addition to promoting physical improvements of the public space, the DDD sponsors outdoor concerts, pays for extra police, and subsidizes a downtown transit shuttle. With most elements of the 1975 growth plan now implemented, the DDD is participating in an updated plan, including annually underwriting the development of a detailed urban design plan created by the Tulane University School of Architecture.

Title: That Great Street Hopes for a Comeback
Source: Planning, January 1997, American Planning Association, pp. 12-15
Summary: This article describes the decline of Chicago's State Street since the late 1970's. With the Intermodal Surface Transportation Efficiency Act of 1991, the author argues that the city has the opportunity to start over. Two inside accounts are offered on the failure of the nine-block transit mall and the reasoning behind the redesign. One is by Patricia Gallagher, a Chicago planning consultant and the other is by Philip Enquist, a partner at Skidmore, Owings and Merrill. Several lessons are offered including: make the effort a public process, define the issues clearly and set achievable and affordable goals, view the street as a place for people not just cars, create a rich balance of activities to keep the street or district alive 18 to 24 hours a day, make landscaping an integral part of the revitalization program, establish a solid maintenance program, and build on the street's strengths and history.

SURVEY METHODOLOGY

Author: Pamela L. Alreck and Robert B. Settle
Title: The Survey Research Handbook
Source: Richard D. Irwin, Inc., Homewood, Il, 1985
Summary: A complete guide to survey planning, designing and implementation, the book covers several topics: project planning, sampling design, question composition, scaling techniques, questionnaire construction, mail data collection, data processing, statistical analysis, interpreting results, and report generation.

Author: Leonard Bickman
Title: Survey Research Methods, Floyd J. Fowler, Jr. Applied Social Research Methods Series Volume 1
Source: SAGE Publications, Newbury Park, California, 1988
Summary: See section in report on survey methodology.

Author: Linda B. Bourque and Eve P. Fielder
Title: How to Conduct Self-Administered and Mail Surveys, The Survey Kit Volume 3
Source: SAGE Publications, Thousand Oaks California, 1995
Summary: The book provides a very thorough description of the process of conducting a self-administered survey or a mail survey from start to finish. Four major categories are covered: determining the content of the questionnaire, creating user-friendly responses categories and questionnaires, the format of the questionnaire, and the implementation of the survey. Designed for market researchers, the book provides practical help on managing costs and ensuring high response rates.

Author: Arlene Kosecoff and Jacqueline Kosecoff
Title: How to Conduct Surveys: A Step-by-Step Guide
Source: SAGE Publications, 1985
Summary: A very straightforward guide to survey creation and implementation, this book provides detailed step by step instructions. Question writing tips are followed by examples of good and bad questions. Practical concerns regarding questionnaire format and length, pilot testing, sampling, and survey administration are addressed. There are also sections dealing with data analysis, including survey coding, and presentation of survey results.

Author: John Lansing and Bob Marans
Title: Evaluation of Neighborhood Quality
Source: AIP Journal, May 1969, pg. 195-199
Summary: The authors explicitly show how to conduct surveys, specifically to assess how neighborhoods and downtown areas can be improved. The article includes examples of how to measure certain elements, run correlations, and involve local residents in the improvement process.

Author: Mark S. Litwin
Title: How to Measure Survey Reliability and Validity, The Survey Kit Volume 7
Source: SAGE Publications, Thousand Oaks California, 1995
Summary: See section in report on survey methodology.

Author: Lars Lyberg, et al
Title: Survey Measurement and Process Quality
Source: John Wiley and Sons, Inc., 1997
Summary: The authors discuss a broad range of issues and topics in five major areas including questionnaire design, data collection, post-survey processing and operations, quality assessment and control, and effects of misclassification on estimation, analysis, and interpretation. This book is an excellent resource for survey methodology and implementation.

Author: A.N. Oppenheim
Title: Questionnaire Design, Interviewing, and Attitude Measurement
Source: Pinter Publishers, 1992
Summary: A slightly more academic text, this book is nevertheless useful for practical application in survey design. It covers analytical and descriptive survey designs, pilot work, interviews, questionnaire planning and question wording, data processing, and statistical analysis. The sections on basic measurement theory, attitude statements and scaling, and projective techniques in attitude study are more useful in academic research. Although many of the techniques described are useful in attempting to establish causal relationships, this more rigorous standard is very helpful in illustrating the potential weaknesses of other methods.

Author: David E. Robinson
Title: A survey with a difference
Source: Planning, Jan 1991, 22-23
Summary: This article discusses the attempts of Shelburne, Vermont to survey resident opinions through "consensus information technology"--a technique based on mathematical models of the 1950's. This technique is used primarily for corporate decision-making but the author argues that it has implications for public affairs. The article describes the steps involved in this type of survey and Shelburne's results.

Title: Ann Arbor Consumer Survey
Source: Midtown Group, Inc.
Summary: Market survey similar to the mail survey we developed. As far as we know the survey was never administered

Title: City of Ann Arbor First City-Wide Services Survey, May 1998
Source: City of Ann Arbor, May 1998:
Summary: Topics of interest include the methodology used to conduct a city wide mail survey to access the satisfaction of Ann Arbor residents with City services. This survey provides a good template as to an efficient and logical reporting of survey data. Please see part one of the report.

Title: UMS Audience Profile Survey
Source: University Musical Society
Summary: Survey that was administered to UMS patrons at point of attendance.

ANN ARBOR DEMOGRAPHIC DATA SOURCES

Author: Ann Arbor News
Title: Today's Market
Source: Ann Arbor News, 1998
Summary: This market profile provides an overview of the Ann Arbor news circulation area. The report presents demographic and economic information, census data, retail sales, and employment/labor force data by industry.

Author: City of Ann Arbor
Title: Long Term Financial Plan, 1998
Source: City of Ann Arbor, Finance Department
Summary: This strategic financial plan deals with the overall financial health and long-term financial management goals of the city. The plan is useful because it contains information on assessed value, per capita property value, new construction, and retail sales.

Author: Downtown USA
Title: The Revitalization Guidebook
Source: Ann Arbor, MI and the Washtenaw County Metropolitan Planning Commission, 1980
Summary: Lists policy options available, the revitalization process, addresses and phone numbers for regional and national development agencies, and possible sources for development funding.

Author: George Fulton and Donald Grimes
Title: The Economic Outlook for the Ann Arbor Metropolitan Area in 1998-99
Source: Institute of Labor and Industrial Relations, University of Michigan, February 1998.
Summary: This report discusses the current state and structure of the Ann Arbor metropolitan area economy. The analysis is comparative in nature in regards to other regions and the nation. Categories examined include non-firm employment, per capita income, employment growth. The report discusses growth in sectors including computer services, goods producing, temporary services, and retail trade.

Author: Todd Bond
Title: 1996 Ann Arbor Retail Report
Source: Swisher Realty
Summary: This report provides data and analysis of 1996 vacancy rates, asking rents per square footage, and occupancy rates for various Ann arbor business districts.

Author: Washtenaw County Metropolitan Planning Commission
Title: Growth Monitoring Report, 1990-96 (six annual copies on file)
Source: Washtenaw County Metropolitan Planning Commission
Summary: This report lists development projects by year and municipality in Washtenaw County. Complete reports include more detailed information.

Title: Ann Arbor Parking Study
Source: University of Michigan, School of Public Policy, February 1998
Summary: This report assesses the finances of the Ann Arbor parking system. It presents the results of a demographic survey and comparative study of eleven cities similar to Ann Arbor. The City of Ann Arbor and the Downtown Development Authority requested the report.

Title: Ann Arbor Summer Festival Marketing Director's Report, 1998
Source: Ann Arbor Summer Festival Director, 1998
Summary: Analysis of where patrons of the Ann Arbor Summer Festival live and how they hears about the festival as well as the marketing dollars used in various advertising outlets (news paper, radio, etc.).

Title: Census Tract Maps for Ann Arbor with supporting demographic census data
Source: U.S. Census, 1990
Summary: Full U.S. census results for city of Ann Arbor, broken down by census tracts, also includes definitions for all census classifications.

Title: City of Ann Arbor Census of Population and Housing
Source: U.S. Census 1960, 1970, 1980
Summary: Data for entire city, not broken down by neighborhood (although that info. may be available).

Title: Neighborhood Statistics Program Neighborhoods
Source: City of Ann Arbor neighborhood data, 1980 with 1990 household survey
Summary: Information broken down by specific neighborhoods in Ann Arbor, yet the *quantity* of data available is more limited (i.e., it only includes the most basic questions from the U.S. census regarding demographics).

Title: Retail Business District Project
Source: State Street Association, June 1995
Summary: Brief description of the demographics of the State Street Area as well as the surrounding area, results of a University Productions audience profile survey, description of the various locations is State Street such as Nickel's Arcade, the Liberty T etc., recommendations for a target image, target customers, current strengths, and future growth opportunities, strategies for new business recruitment.

Title: Revenue Impacts of a City Income Tax For Ann Arbor
Source: School of Public Policy, University of Michigan, January 1997
Summary: This report provides a brief of history of city income taxes in the state of Michigan and in Ann Arbor. A comparative analysis other city income taxes is provided. The authors discuss the impacts of an income tax on both individuals and businesses.

Title: Selected Population and Housing Characteristics for Ann Arbor
Source: U.S. Census, 1990
Summary: Provides much data obtained and analyzed by other sources from the 1990 U.S. Census.

Title: SEMCOG Regional Development Forecast – Version 1989
Source: SEMCOG, 1989
Summary: The forecast looks at demographic data predictions into the year 2010 for the entire city of Ann Arbor (more recent copies may be available for a fee from SEMCOG).

Title: State Street Area Association Address List
Source: State Street Area Association, 1998
Summary: Addresses of members of the State Street Area Association as well as other interested parties on their mailing list e.g. DDA members.

Title: Student Housing at the University of Michigan and in the City of Ann Arbor
Source: UP 505/518 Course Project (used with permission from Anne Dibble), 1998
Summary: This report includes student demographics back to the school year 1975-1976, and illustrates this information on a color graph as well.

Title: Swisher Realty Company Annual Office and Flex Space Vacancy Report
Source: Swisher Reality Company 1998
Summary: Number of buildings, gross square footage, vacant square footage, 1998 vacancy percentage, 1997 vacancy percentage, and percent change from the previous year broken down by areas of Ann Arbor with all of downtown analyzed together.

ZONING AND OTHER LAND USE INFORMATION

Author: Robert S. Cook Jr.
Title: Zoning for Downtown Urban Design
Source: Lexington Books, 1980
Summary: This book discusses how governments have tried to control or influence the design of downtowns. It focuses primarily on the power to zone and how zoning can be used to serve the ends of urban design. The first four chapters discuss "the nature of urban design" and "urban design controls". The remaining ten chapters are devoted to case studies. Cities examined include: Rosslyn, Lincoln, Seattle, New York, Rockville, Anchorage, Chicago, San Francisco, and Toronto.

Title: Chapter 7: Downtown Development Authority
Source: City of Ann Arbor, DDA, 1982
Summary: Describes the ordinance and purpose of the DDA in Ann Arbor, includes also the proposed jurisdictional boundaries for the DDA.

Title: City of Ann Arbor Zoning Maps
Source: City of Ann Arbor, September 10, 1998
Summary: Includes all zoning maps for Ann Arbor and a list of Zoning classifications.

Title: Ann Arbor City Code, Chapter 8 and 9
Source: City of Ann Arbor
Summary: These chapters examine the roles and responsibilities of the Downtown Development Authority and Boards and Commissions of the City. Of particular interest is the Historic Commission that oversees the State Street area historic district.

Title: Ann Arbor City Code Chapter 57, Subdivision and Land Use Control
Source: City of Ann Arbor
Summary: Describes the policies of Ann Arbor that relate to subdivision development and land use control.

Title: Ann Arbor City Code Chapter 55, Zoning
Source: City of Ann Arbor
Summary: Defines in great detail all of the zoning classifications, as well as building and land use requirements.

Title: Resolution to Establish a Project Review Process for Downtown Developments Requesting City Participation
Source: City of Ann Arbor
Summary: Describes the process required for land development projects that invite city participation.

Title: Ann Arbor Downtown Plan (DDA District)
Source: Ann Arbor Downtown Development Authority
Summary: Details the DDA's vision for the downtown area within its study area (which includes State and Main Street) in terms of development, land use opportunities, pedestrian and open space systems, etc… This document lays everything out in a master plan format with maps demonstrating each specific vision. The plan is useful for background and also for reference.

THE FUTURE OF BUSINESS IN THE CYBER AGE

Author: Alan C. Billingsley
Title: Department Store Trends
Source: ERA Quarterly Review, Summer 1990, Economics Research Associates
Summary: Not available. In transit from the Council for Urban Economic Development

Author: Susan Caminiti
Title: The New Champs of Retailing
Source: Fortune, September 24, 1990, pg. 6-9
Summary: This short article examines the gap between successful and borderline businesses. The author concludes that winners are light on debt and spending heavily on growth.

Author: Carol Leonetti Dannhauser
Title: Online Schmoozing
Source: Home Office Computing, July 1998, pg. 120-1
Summary: This article describes how "online schmoozing" can give entrepreneurs the edge in cyber-marketing. The author profiles three individuals who have mastered the art of online marketing. She concludes that "the key to successful online marketing is to respect the culture of the medium, and to target, target, target." and that success in the cyber market depends heavily on providing pertinent and timely information.

Author: Jill Ellsworth and Matthew Ellsworth
Title: The Internet Business Book
Source: John Wiley and Sons, Inc, 1994
Summary: This is the most comprehensive and useful book on business in the cyber-age. After discussing the elementary basics of the Internet, the authors cover a whole range of topics regarding the Internet and business. They use examples of how companies are using the Internet including: communications, cost containment, marketing and sales, and transmission of data. The theoretical discussion of "why businesses are using the internet" is excellent—both in breadth and content. A chapter is devoted to "traps and pitfalls" of computer commerce. Several chapters describe existing online business and professional resources and databases. Most of these chapters provide countless web-pages and contacts for specific industries.

Author: Don Jeffrey
Title: Plug In: Cyber-Selling
Source: Billboard, July 18, 1998, pg. 23
Summary: This article spotlights opportunities in cyber selling and online retail. Using the online book and music markets as examples, the author argues that online merchants are beginning to diversify into related businesses. A combination of timing and demand will dictate the future of many online ventures. Trends suggest that the most successful ventures will be ones that forge partnerships with online companies, such as Yahoo. As security and speed improves, and more households start to become connected to the Internet, online retailing will spread beyond entertainment.

Author: James Martin
Title: Cybercorp: the new business revolution
Source: Amacon, 1996
Summary: This is highly readable book on management in the cyber-age filled with real-life examples. The author pulls together several issues, models, and methods for the "cybercorp." This book discusses what corporations designed for cyberspace should look like. It focuses on the deep structural changes that are necessary for the age of network computing and the new business opportunities that they bring. Chapter two, "Characteristics of the Cybercorp", is the most useful section of the book. It examines cybermarketing, values streams, virtualness, and networks for agility. The author places great emphasis on the "David Syndrome"—that is, small newcomers beating corporate Goliaths through dynamic and intelligent computing strategies.

Author: W Paul O'Mara
Title: Catching Up With the Net
Source: Planning, July 1997, American Planning Association, pp. 20-24
Summary: This article discusses how Internet and other computer networks are being used as planning tools. Two-thirds of the planners who responded to the magazine's survey reported they had access to the Internet. Of those that don't have network access, two-thirds expect to have it within a year. The author describes several examples of how computers and networks are being used to enhance the work of planners. For example, researchers at the Center for Advanced Spatial Analysis at University College in London are using "virtual reality modeling language" that will allow three-dimensional representations of the build environment to be developed entirely over the Internet. The article provides numerous sites for more examples of local government use of the Internet.

Author: Richard Tedesco
Title: That's Intertainment
Source: Broadcasting and Cable, June 2, 1997, pg. 5-10
Summary: This article takes a quick look at what online options are replacing and complementing traditional entertainment mediums. For example, interactive versions of game-shows seem to be replacing their traditional television counterparts. Furthermore, web-sites are fast becoming necessary complements to television shows—in some cases, fans can try to crack crimes and solve mysteries featured on shows. The author describes the *Mad About You* online site which allows visitors to guide the Buchman's dog Murray through the streets of New York.

Author: Glen Weisbrod
Title: Where Will Downtown Fit in Tomorrow's Market?
Source: Center City Report, May/June 1989, International Downtown Association
Summary: Not available. In transit from the Council for Urban Economic Development

CONTACTS, ORGANIZATIONS, AND WEB-PAGES

INDIVIDUALS AND ORGANIZATIONS CONSULTED

Contact: Terry Brinkman
Organization: Washtenaw County Planning Commission
Relevance to Project: Provided the growth monitoring reports. Useful contact on county planning commission.
Phone: (734) 994-2800

Contact: Christine Crockett
Title: Local Historian
Organization: Community High School, Founder of Ann Arbor Art Fair
Phone: (734) 761-4751--home, (734) 994-2021--work

Contact: Jon Furr
Title: Graduate Student
Organization: School of Architecture and Urban Planning , University of Michigan
Phone: 996-2339 --home

Contact: Penny Griffen
Organization: State Treasury, Communication
Relevance to Project: Requested information on small business tax analysis.
Phone: (734) 335-1356

Contact: Howard Heideman
Organization: Bureau of Revenue, Sales Tax Division Technical Unit
Relevance to Project: Requested information on sales tax analysis.
Phone: (517) 373-3197

Contact: Ron Olsen
Title: Associate City Administrator
Organization: City of Ann Arbor
Relevance to Project: Oversaw the City's citizen survey. Is assisting in generating a random sample of addresses for the mail survey.
Phone: (734) 994-2780

Contact: Louisa Piper
Title: Director
Organization: Ann Arbor Historic Commission
Phone: (734) 996-3008

Contact: Susan Pollay
Title: Director
Organization: Ann Arbor Downtown Development Authority
Phone: (734) 994-6697

Contact: Lisa Petraska
Organization: Ann Arbor News
Relevance to Project: Designed "Today's Market" (see Literature Search) and possessed information on other sources.
Phone: (734) 994-6767

Contact: Debra Power
Organization: Washtenaw Development Council
Relevance to Project: Discussed retail sales and new business growth in Ann Arbor. Her organization only deals with non-retail businesses.
Phone:

Contact: Peter Long
Organization: Economic Development Corporation
Relevance to Project: The organization is out of date and was not useful.
Phone: (734) 663-8111

Contact: Wendy Rampson Gage
Title: City Planner
Organization: City of Ann Arbor, Planning Department
Relevance to Project: Provided new business growth and retail sales information.
Phone: (734) 994-2800

Contact: Grace Schackman
Title: Historian
Organization: Ann Arbor Observer
Phone: (734) 662-2187
e-mail: 71542.35@compuserve.com

Contact: Susan Shannon
Title: Business Advocate
Organization: City of Grand Rapids
Relevance to Project: Involved in revitalization of Grand Rapids Downtown, developing marketing *materials for the recruitment of business to the downtown area.*
Phone: (616) 456-3166

Contact: Mark Strich
Title: Manager
Organization: Briarwood Mall
Relevance to Project: Cannot provide specific information on retail sales. Generally helpful and may be able to get annual report at future date.
Phone: (734) 769-9610

Contact: Susan Wineberg
Organization: Institute of Labor and Industrial Relations
Phone: (734) 647-0699, (734) 668-7470--home
e-mail: swines@umich.edu

Organization: National Economic Development and Law Center
Address: 2201 Broadway, Suite 815, Oakland, CA, 94612
Relevance to Project: Assists community organizations with legal and other technical assistance relating to economic development activities. Produces a variety of manuals and other publications as well as legal services, planning training, and program assistance on economic and community development.
Phone/ fax: (510) 251-2600**,** (510) 251-0600

Organization: Ann Arbor Chamber of Commerce
Address: 425 S. Main, Ann Arbor, MI, 48104
Relevance to Project: Provided additional sources of information. The Chamber is not research oriented.
Phone: (734) 665-4433

WEB-PAGES

General Reference Resources

Internet Public Library
http://ipl.org

Media Union Library Digital Library Resources
http://www.ummu.umich/edu/library

Michigan Electronic Library
http://mel.lib.mi.us

UC Berkeley's Environmental Design Library
http://www.lib.berkeley.edu/ENVI

University of Michigan Libraries: Documents Center
http://www.lib.umich.edu/libhome/Documents.center/index.html

Federal Planning Resources

Ann Arbor Consolidated Plan for 1995: Executive Summary
http://hud.gov/cpes/mi/annrbmi.html

Congressional Compass
http://web.lexis-nexis.com/congcomp

Economic Development Administration
http://www.doc.gov/eda

Federal Web Locator
http://www.law.vill.edu/Fed-Agency/fedwebloc.html

U.S. Department of Housing and Urban Development
http://www.huduser.org

State and Local Government Resources

City of Ann Arbor
http://www.ci.ann-arbor.mi.us

Municipal Codes
http://www.municode.com/database.html

National Association of Counties
http://www.naco.org

State of Michigan
http://www.state.mi.us

Southeast Michigan Council of Governments
http://www.semcog.org

Washtenaw County Government Web Site
http://www.co.washtenaw.mi.us

Wayne County Government Web Site
http://www.waynecounty.com

Resources for Planners

American Planning Association
http://www.planning.org

Cyburbia: The Planning and Architecture Internet Resource Center
http://www.arch.buffalo.edu/pairc

Michigan Chapter-American Planning Association
http://www.emich.edu/public/geo/mapaintro.html

Planning Commissioner's Journal
http://www.webcom.com/pcj/welcome.html

Downtown and Economic Development Associations

Alaska Department of Community and Regional Affairs
http://www.comregaf.state.ak.us/edrg_fnp.htm

Center for Community Enterprise
http://www.cedworks.com

Center for Livable Communities
http://www.lgc.org/clc

Downtown Magazine
http://www.downtown.org

Economic Development Society
http://web.bryant.edu/enatural

International Downtown Association
http://www.ida-downtown.org

Laboratory for Community and Economic Development
http://www.ag.uiuc.edu/~lced

National Association of Development Organizations
http://www.nado.org/index.html

National Council on Urban Economic Development
http://www.cued.org/cued/index.html

National Trust's "Main Street" Center
http://www.mainst.org