



Utah Rural Summit

© Ed McMahon
Cedar City, Utah
September 4, 2019

Utah is a Special Place!





No Place Will Stay Special By Accident!





CHANGES
AHEAD

What is Changing?

- National and global economy
- Demographics
- Technology
- Consumer attitudes & market trends
- Health care
- Travel and Tourism
- Energy sources & transportation options
- The weather

There two kinds of change:

- **Planned change**
- **Unplanned change**



“The best way to predict the future is to create it yourself”

Abraham Lincoln

Growth is About Choices



Should we invest downtown?
Should we design for people?
Should we encourage infill?

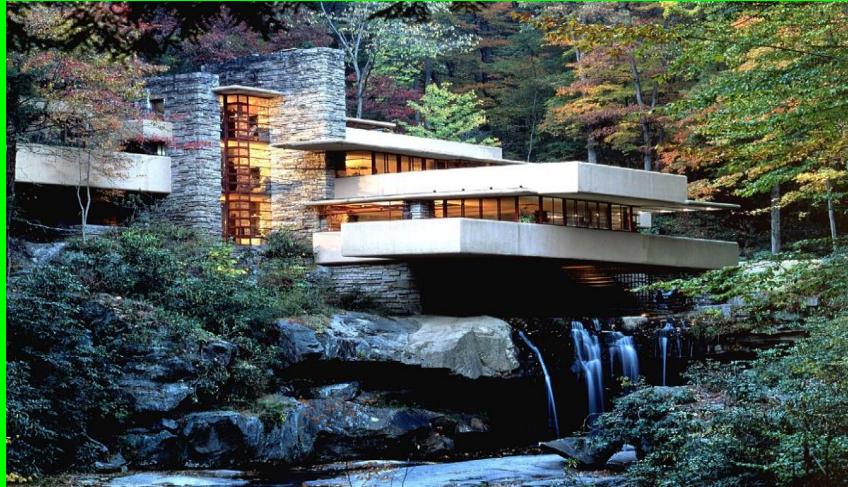


Should we invest on the strip?
Should we design for cars?
Should we encourage greenfield?

It is about our children



It's about balance



“Conservation is a state of harmony between man and nature.”



Aldo Leopold

It's About Win-Win Solutions

- **Healthy Environment**
- **Vigorous Economy**
- **Vibrant Community**



Economic Development is About Choices



Should we try to recruit new industry?



Should we try to expand existing businesses?

Economic Development

20th Century Model

- Public sector leadership
- Shotgun recruitment strategy
- Low cost positioning
- Cheap labor
- Focus on what you don't have
- Quality of life unimportant
- Driven by transactions
- Key Infrastructure = Roads

21st Century Model

- Public/Private Partnerships
- Laser recruitment strategy
- High value positioning
- Highly trained talent
- Focus on what you do have
- Quality of life critical
- Driven by an overall vision
- Key Infrastructure = Education

“Communities and regions are in a global competition to attract and retain a talented workforce. Increasingly these talented workers are choosing where they want to live first and figuring out their job situations later.”

CEO’s for Cities, Segmentation Study, 2006

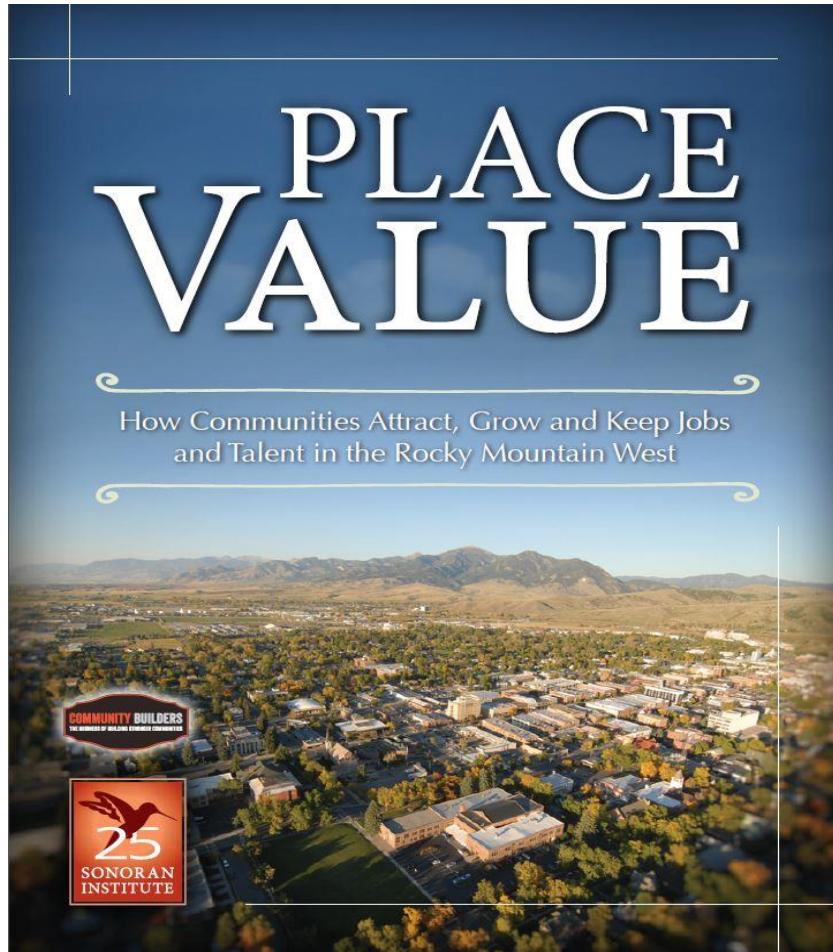
Place Matters!

- “New investment is increasingly seeking locations based on *quality of place* rather than *utility of location*”.

Steve McKnight, Vice President Fourth Economy Consultants



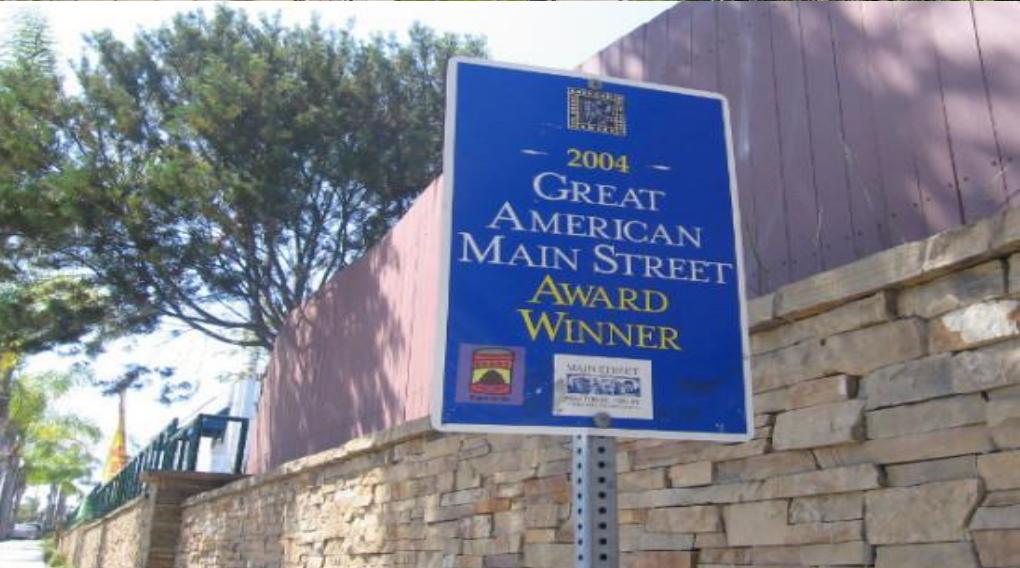
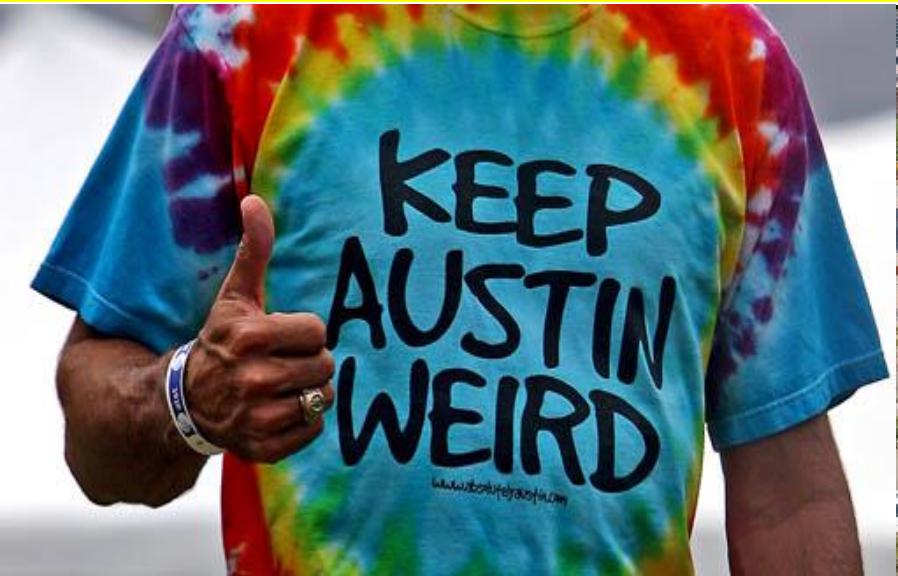
Place Value Survey



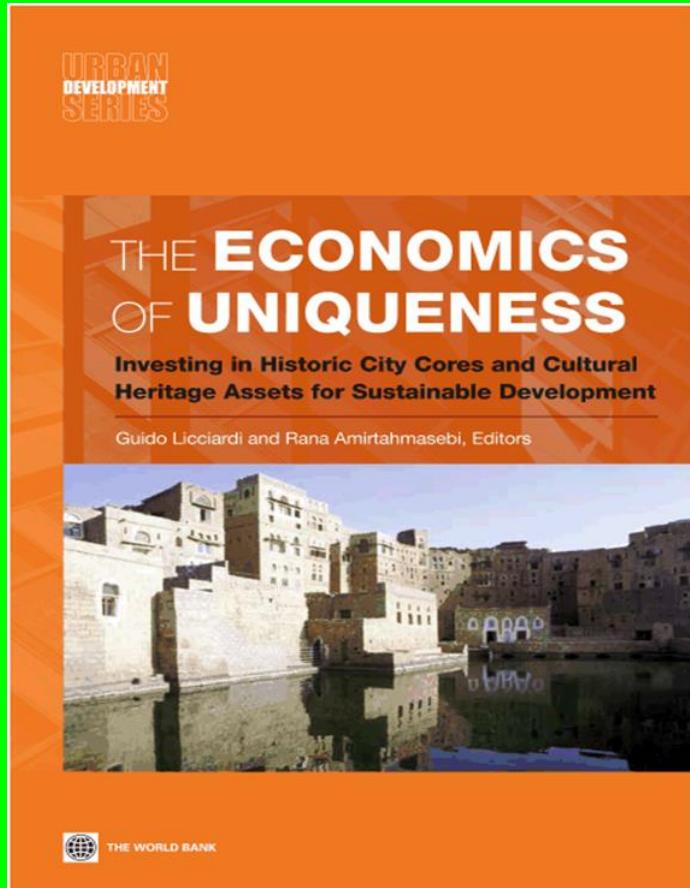
- **People are willing to sacrifice salary for ideal community**
- Jobs follow people
- Community quality is a top priority for businesses & residents
- People on the move are looking for great places

Survey of 1000 business owners in Rocky Mtn. states by non-profit Sonoran Institute, October 2015

Successful Communities Are Distinctive Communities



Distinctiveness has value!



- “If you can’t differentiate your community, you will have no competitive advantage.”
- “Sameness is a *minus*, not a plus, in today’s world.”

Distinctive = Having a Special Quality

Synonyms

- Cool
- Extraordinary
- Offbeat
- Original
- Special

Antonyms

- Common
- Ordinary
- Regular
- Standard
- Usual

Source: Thesarus.com



The Distinctive Community

“The unique characteristics of place may be the only truly defensible source of competitive advantage for cities & towns.”

Joe Cortright, CEO's for Cities

Community Character Matters!



- “We take stock of a city like we take stock of a man. The clothes or appearance are the externals by which we judge.”
- Mark Twain

Welcome to
the City of
FRANKLIN



MIDFIELD
CITY LIMIT

Lanada's
FLOWERS
Marlboro
\$1.10

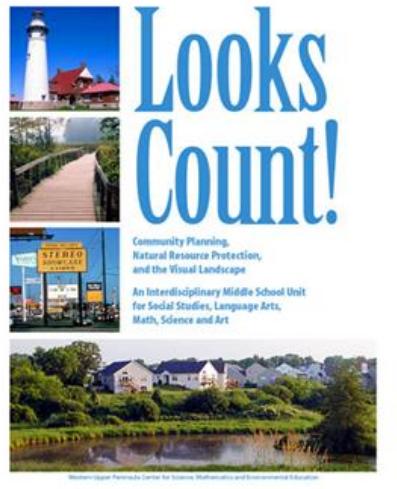
S P E
E
N

Marlboro

AND OTHER CIGARETTES
SOLD HERE

76





COMMUNITY IMAGE IS CRITICAL TO ECONOMIC VITALITY AND QUALITY OF LIFE

The Official 2000 Travel Guide

Oregon

A scenic view of a lake with a snow-capped mountain in the background. The lake is calm, reflecting the surrounding green forest and the white peaks of the mountains. The sky is clear and blue. In the foreground, there are some green bushes and rocks. The overall atmosphere is peaceful and natural.

Oregon: Things Look Different Here

In Today's Economy – Place Matters

Traditional Economy

- Product Driven
- Cost Sensitive
- **Market Driven**



- Making the sneakers



Today's Economy

- Knowledge Driven
- Value Sensitive
- **Place Driven**



- Designing the sneakers



“The *place* is becoming more important than the *product*” - NAHB



Placemaking = Economic Development



Town Square - Wausau, WI



Bricktown – Oklahoma City, OK

“Economic development is really the result of creating places where people want to be.”

**Mick Cornett,
Mayor, Oklahoma City, OK**

Soul of the Community Study



The Economics of Place:

The Value of Building Communities Around People

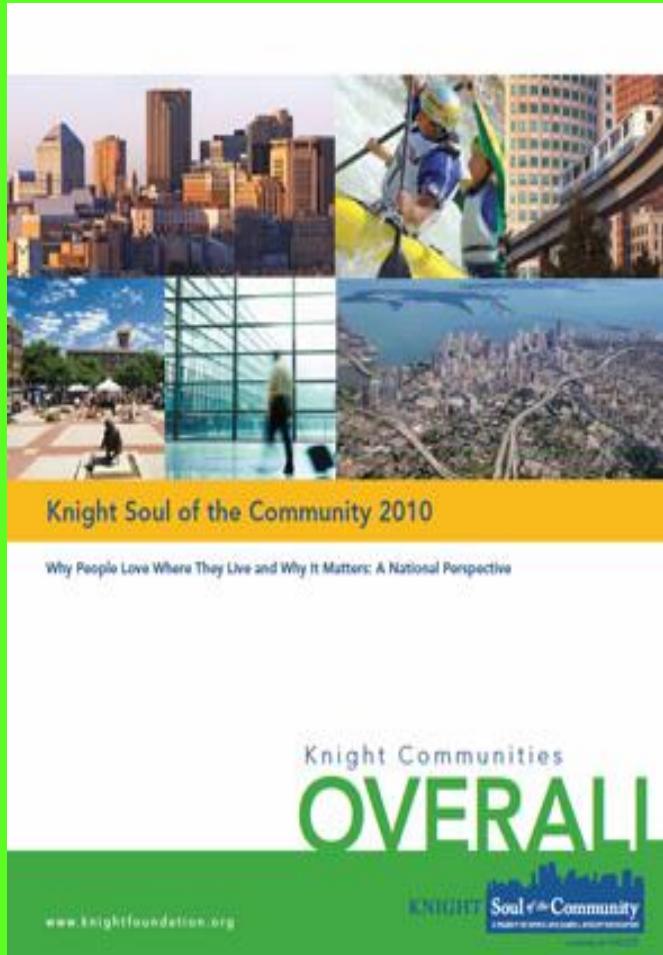


Edited by Colleen Layton, Tawny Pruitt & Kim Cekola

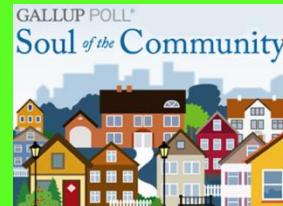
- “Communities with the highest levels of attachment to place also have the strongest economies.”

- Source: Knight Foundation. 2010

What attaches people to community?



- **Social offerings** – such as, libraries, parks, recreation venues & places to meet
- **Openness** – how welcoming a community is to newcomers
- **Community Aesthetics** – physical beauty and green spaces



“If a building, a landscape or a city is not beautiful, it will not be loved, if it is not loved, it won’t be maintained and improved. In short , it won’t be sustained.”

Doug Kelbaugh, Former Dean, University of Michigan, School of Architecture

What is the Value of a View?



- "You can put a dollar value on a view."
- "Scenic landscapes have economic value, not just because you or I think they are nice, but because other people are willing to pay to see the view and to experience the unique character of a place."
- "Housing, hotels, offices with scenic views always command premium prices, the better the view, the higher the price."

Source: National Association of Real Estate Appraisers

Keys to Success

- A healthy downtown
- Parks and green space
- Historic buildings
- Places to Walk
- **Local** shops and restaurants
- Arts and Culture

Healthy Downtowns

- Downtowns play a decisive role as an icon.
- They are critical as a connecting point and nerve center for a metro area.
- A key asset for regional prosperity

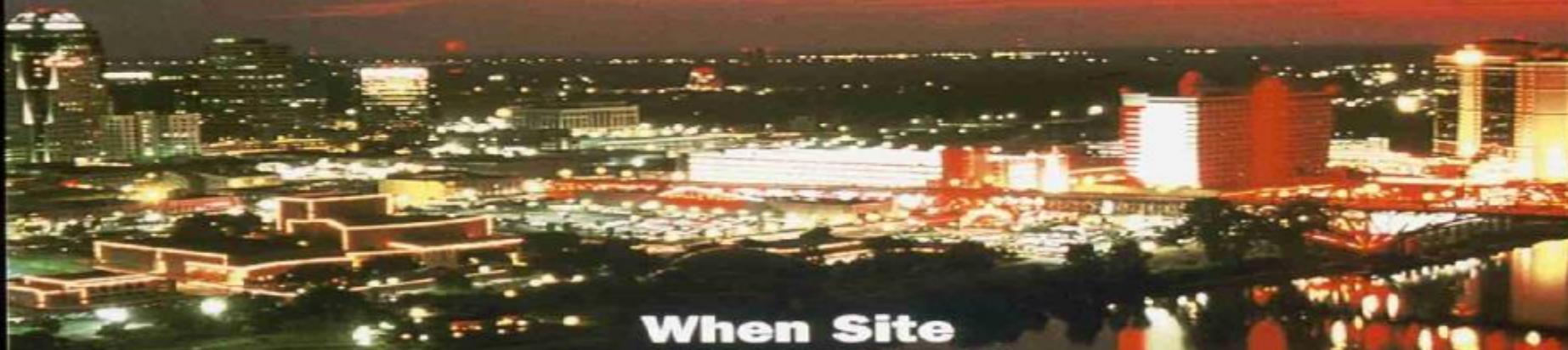


ANNUAL DIRECTORY EDITION

Corporate and Industrial Sites in the World's Third-Largest Economy

SOUTHERN BUSINESS & DEVELOPMENT

FALL 2002



**The Perception
Buster:
First Annual
Southern State
Business Climate
Index**

Shreveport

**When Site
Searching the
South, Make Sure
You Inspect a Community's
Downtown First!**

Presorted Standard
U.S. Postage
PAID
Quincy, FL
Permit No. 632

www.sb-d.com

Why Do Downtowns Matter?



- Downtowns are the heart and soul of a community.
- If you don't have a healthy downtown, you don't have a healthy city or town.
- The apple rots from the inside out.
- It is hard to be a suburb of nothing.

Companies Moving Downtown



Core Values

Why American Companies are Moving Downtown



Smart Growth America
Making Neighborhoods Great Together



IN PARTNERSHIP WITH

**CUSHMAN &
WAKEFIELD**

Center for Real Estate
and Urban Analysis
THE GEORGE WASHINGTON UNIVERSITY

- A study by Smart Growth America and Cushman Wakefield reports that 500 American companies have either relocated to, expanded, or opened new offices in **“walkable downtown locations”** in the past 5 years.
- 247 companies moved from suburban office locations to downtowns.
- The average Walk Score of old locations was 52. The average Walk Score of new locations was 88
- Fortune 500 companies that have moved from suburban sites to downtowns include **Motorola, McDonald’s, Marriott, Amazon, Caterpillar and GE.**

Why Move?



High-Tech Firms are
Trending #Downtown

High-tech companies are strategically locating
to create buzz and attract talent.



- To attract & retain talented workers
- To build brand identity & corporate culture
- To support creative collaboration
- To be closer to customers & business partners
- To centralize operations

Amazon moved 7000 employees into downtown Seattle



They moved into 9 new buildings and 2 historic renovations, all in a mixed use neighborhood accessible by car, train, bus, boat, bike or on foot.

Durham, NC - Before



Durham, NC - After



Downtown Rockville, MD



- Mostly demolished in 1970



Replaced by Rockville Mall



Replaced by Rockville Town Center



Parks & Green Spaces Create Value & Vitality

THE CASE FOR OPEN SPACE

WHY THE REAL ESTATE INDUSTRY SHOULD INVEST IN PARKS AND OPEN SPACES



- “The relationship between rising property values and green spaces is well documented.”
- “Some studies find as much as a 15 to 30 % increase in the value of properties adjacent to parks and open space.”

Where is the most valuable land in New York?



Parks Create Value and Vitality



Parks are a key to community revitalization in both big cities and small towns.

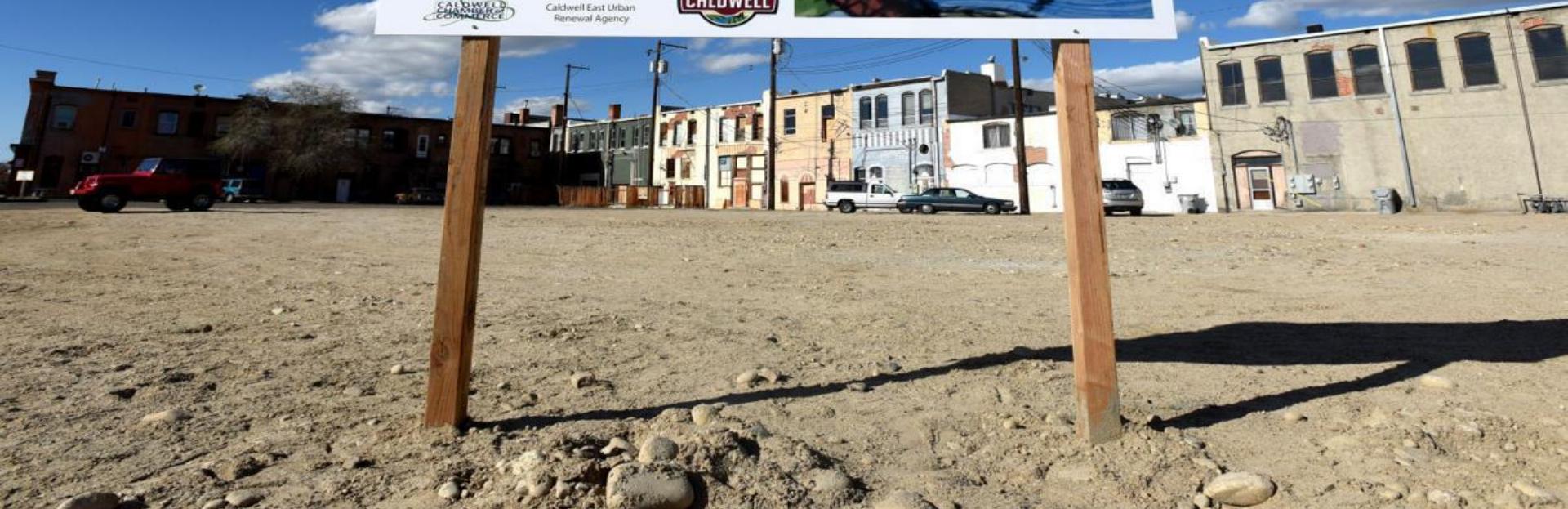
Downtown Fort Worth - Before



Downtown Fort Worth - After



Caldwell, Idaho – Parking Lot



Caldwell, Idaho - Park & Plaza



Sulphur Springs, TX - Before



Sulphur Springs, TX - After



Sulphur Springs – Vacant to Vibrant



Sulphur Springs – Movie Night



Sulphur Springs – Outdoor Chess Set

- The square features a splash pad, game tables, bistro area, public restrooms, landscaping, lawn chairs, a giant chess set.
- **Town Square hosts 300 events a year**
- Activities and events include: movies, concerts, farmers market, car shows, weddings, bike rallies, beer & wine festivals, relays, fun runs, exercise classes, Christmas activities, quilt shows, birthday parties, health fairs, etc.
- **Named “Most Improved Small Town in Texas”**



What is the value of historic buildings, neighborhoods and landscapes?



THOMAS CLAYTON WOLFE
A GREAT AMERICAN WRITER
BORN ON THIS SITE
92 WOODFIN STREET
OCTOBER 3, 1900







FIREHOUSE PIZZA

Economics of Preservation

“Dozens of studies document that historic preservation is good for the economy”.

It positively effects:

- 1. Jobs**
- 2. Property values**
- 3. Tourism**
- 4. Downtown Revitalization**
- 5. Affordable Housing**
- 6. Environmental Impacts**



Source: *Measuring the Economics of Preservation: Recent Findings*, ACHP, 2011

Main Street Reinvestment

Investment as if ROI Mattered



- \$74.7 billion reinvested
- 138,303 net new businesses
- 614,716 net new jobs
- 276,790 buildings rehabbed
- **Every \$1 of public money leveraged \$26 of private**

Source: NMSC, 2017

Historic Preservation & Tourism



New Orleans – French Quarter



San Antonio - Riverwalk



Seattle – Pike Place Market



Miami Beach – Art Deco District



“Among cities and towns with no particular recreational appeal, those that preserve the past continue to enjoy tourism. Those that haven’t receive almost no tourism at all.

Tourists simply won’t go to a city or town that has lost its soul.”

Arthur Frommer

Old is New Again



Boiler House Offices, Ambler, PA



Faction Media, Denver, CO

- “Renovation & Redevelopment are not new, but the market is embracing older space with new fervor.”
- “**Office space in rehabbed industrial buildings is now demanding rents above new Class A product.**”

Source: Emerging Trends in Real Estate, 2016

Corporate Offices - Anywhere USA



Corporate Offices – Minneapolis, MN



Higher rents
Faster Lease-up
Less Turnover



Before
Derelict Wharf
Boston, MA

After
HQ's Converse Inc.
Boston, MA





Before

Sears Distribution Center
Seattle, WA

After

Starbucks Headquarters
Seattle, WA





Before

Abandoned Detergent Plant
Baltimore, MD

After

Under Armour HQ
Baltimore, MD





Before
Vacant Post Office
Chicago, IL

After
Walgreens HQ's
Chicago, IL





Before

Abandoned Steel Factory
Pottstown, PA

After

Events Center & Offices
Pottstown, PA



Hotel Chains are Reusing Historic Buildings



Fairfield Inn & Suites – Keene, NH



Hampton Inn – Lexington, VA

- Millennials say that “authenticity” and “interesting” are more important than “comfortable” or “predictable” in lodging facilities.
- Millennials also say that they would rather stay in “walkable neighborhoods” rather than locations that require a car.
- In many communities, renovated historic hotels have been a driver in larger community revitalization efforts.



Before

Abandoned Brewery
Milwaukee, WI

After

Brewhouse Inn & Suites
Milwaukee, WI





Before

State Mental Hospital
Buffalo, NY

After

Henry Hotel
Buffalo, NY





Before

Bexar County Jail
San Antonio, TX



After

Holiday Inn Express
San Antonio, TX



Before

John Deere Tractor Factory
Waterloo, IA

After

Marriott Courtyard Hotel
Waterloo, IA





Before
Abandoned Cork Factory
Lancaster, PA

After
Cork Factory Hotel
Lancaster, PA





Before
Old Silk Mill
Petaluma, CA

After
Hampton Inn
Petaluma, CA





What are we building today
that will be worth preserving in
the future?





Value
Meal
EVERY DAY
99¢

BIG CRUNCH
MEAL
'14.99
MORE
MEAL
FOR YOUR
MONEY



New Construction Should Enhance Community Character



You Have a Choice!

“When a chain store developer comes to town they generally have three designs (A, B, or C) ranging from Anywhere USA to Unique (sensitive to local character).”

“Which one gets built depends heavily upon how much push back the company gets from local residents and officials about design & its importance.”

Source: Bob Gibbs, Retail Consultant, Birmingham, MI

Walgreens – Plan A



Walgreens – Plan B



Walgreens – Plan C



Walgreens – Plan C



Walgreens – Plan C



CVS – Baldwin Park, FL



CVS – Buckeye, AZ



CVS – Davidson, NC



Rite Aid – Camden, ME



The Old Retail Paradigm



The New Paradigm



Downtown Greenville, SC



Commercial Strip, Anywhere, USA

- The future belongs to downtowns, main streets, town centers & mixed-use development!
- Strip development is development for the last century!

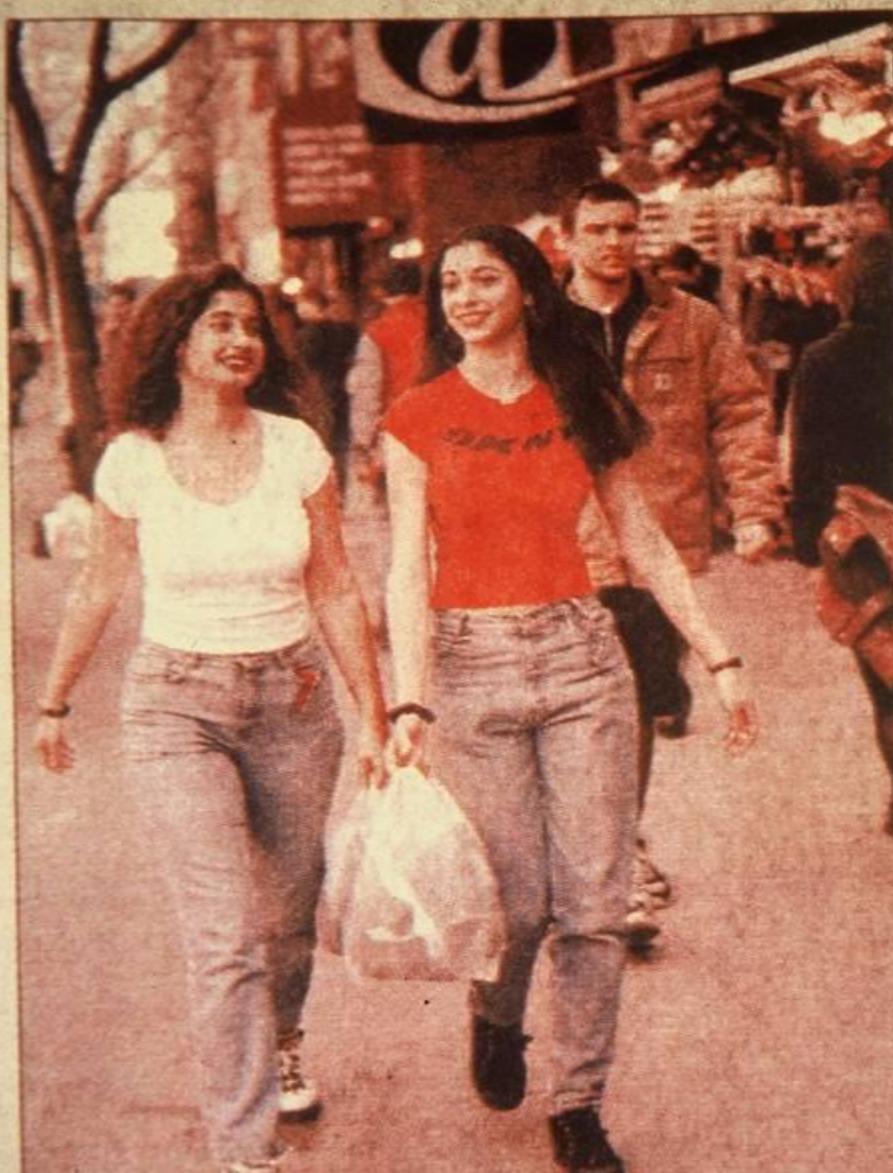
Here is Why:

- E-Commerce means fewer and smaller stores
- We're overbuilt on the strip
- Changing Consumer Attitudes
- Retail is rediscovering cities & towns
- The suburbs are being redesigned
- Traffic congestion & auto-oriented (i.e. ugly design) are undermining the strip
- The economy is restructuring the retail landscape

Retail space grew 5X faster than retail sales



Consumer attitudes are changing



COVER STORY

Malls are like, totally uncool, say hip teens

The bigger question for retailers is, will parents follow their offspring?

By Bruce Horovitz
USA TODAY

The future of retailing in America may all come down to where Jessica Pfeifer shops. There's one place it's not: the mall.

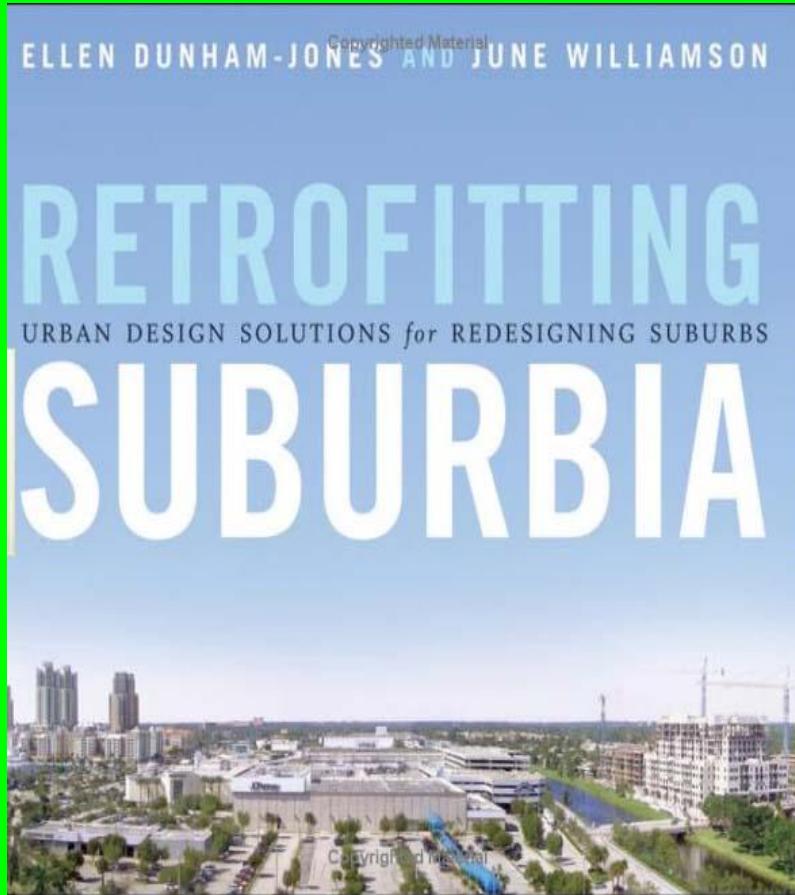
Anyplace but the mall.

For this 18-year-old high school senior and her 15-year-old sister, Andrea, the mall has become entirely uncool.

Most malls are filled with cubicles that all sell similar stuff. And many teens get the heebie-jeebies being followed around by walkie-talkie wielding security guards and suspicious store clerks who keep flashing them evil eyes.

The Pfeifer sisters live in Manhattan and used to take the train to regional malls. Now they and their friends who live

Suburbs Are Being Redesigned



- “The largest retail trend of the next generation will be the conversion of dead or dying strip commercial centers in the suburbs into walkable urban places.”
- Source: Chris Leinberger, The Brookings Institution



The New Promised Land?

Tear Up Parking Lot, Rebuild Paradise

- Large, flat, well drained site
- Major infrastructure in place
- 4 lane highway frontage, transit ready
- Saves rural land
- Committed to mixed use
- Can turn NIMBY's into YIMBY's
- 2.8 million acres of greyfields will be available in next 15 years

We Are Going From This:



Spread Out
Single Use
Drivable Only

To This!





The Old Paradigm



New Paradigm



Target – Minneapolis, MN



Target – Stamford, CT



Target – Chapel Hill, NC



Downtown Bentonville, AR



Walmart

Walmart – Bentonville, AR



Waffle Houses – Fayetteville, AR



Strip Waffle House

- Located next to Interstate Highway
- Lots of Parking
- Single Use



Downtown Waffle House

- Walkable Street
- No dedicated Parking
- Mixed use use

“Downtown Waffle House outperforms Strip Waffle House by 15%”

Source: City of Fayetteville and ISR Working Group
September 22, 2011

The downtown, mixed use project also produces:

- More taxes per acre
- More jobs per acre
- More residents per acre
- More people walking to and from the restaurant



“People stay longer, spend more money and come back more often to places that attract their affection.”

Source: *Urban Design and the Bottom Line*, ULI, 2009

Big Box vs. Small Business



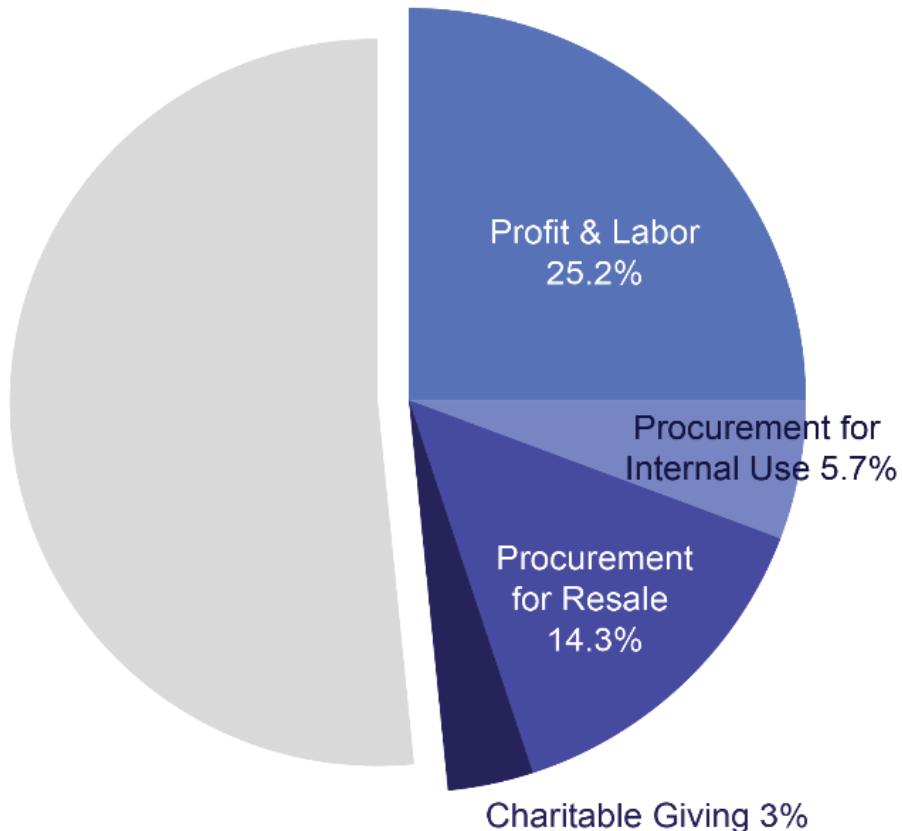
What difference does it make?

Local Economic Return of Indies v. Chains

Chain Retailers



Independents



Local Recirculation of Revenue: 13.6%

Local Recirculation of Revenue: 48%

*Compiled results from nine studies by Civic Economics, 2012: www.civiceconomics.com
Graph by American Independent Business Alliance: AMIBA.net

Small Business Can Make a Big Difference!

WHEN YOU VISIT AN INDEPENDENT LOCAL BUSINESS...

- You keep more money in your local economy
- You celebrate the uniqueness of your community
- You support local jobs
- You help the environment
- You encourage community
- You conserve your tax dollars
- You benefit from our expertise
- You invest in entrepreneurship
- You make this community a destination



ASHEVILLE WALMART

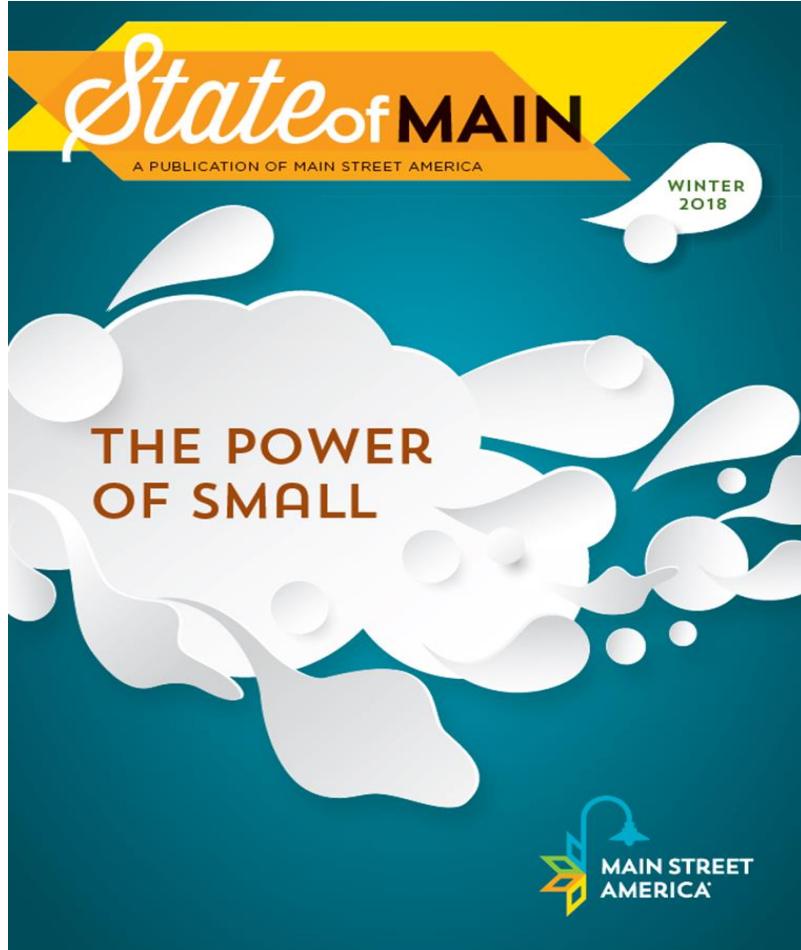
Land Consumed (acres):	34.0	00.2
Total Property Taxes per Acre:	\$6,500	\$634,000
Retail Taxes* per Acre to City:	\$47,500	\$ 83,600
Residents per Acre:	0.0	90.0
Jobs per Acre:	5.9	73.7

*Estimated from public reports of annual sales per sq.ft..

Urban3

Joseph Minicuzzi, AICP
Joe@urban3tree.com

The Power of Small



- Small Steps
- Small Businesses
- Small Deals
- Small Developments
- Can add up to
BIG IMPACT!

Small Town Infill Projects



Dollar General – Bennington, VT



CVS – Davidson, NC



Hampton Inn – Fairhope, AL



Senior Housing – Madison, GA

Arts and Culture

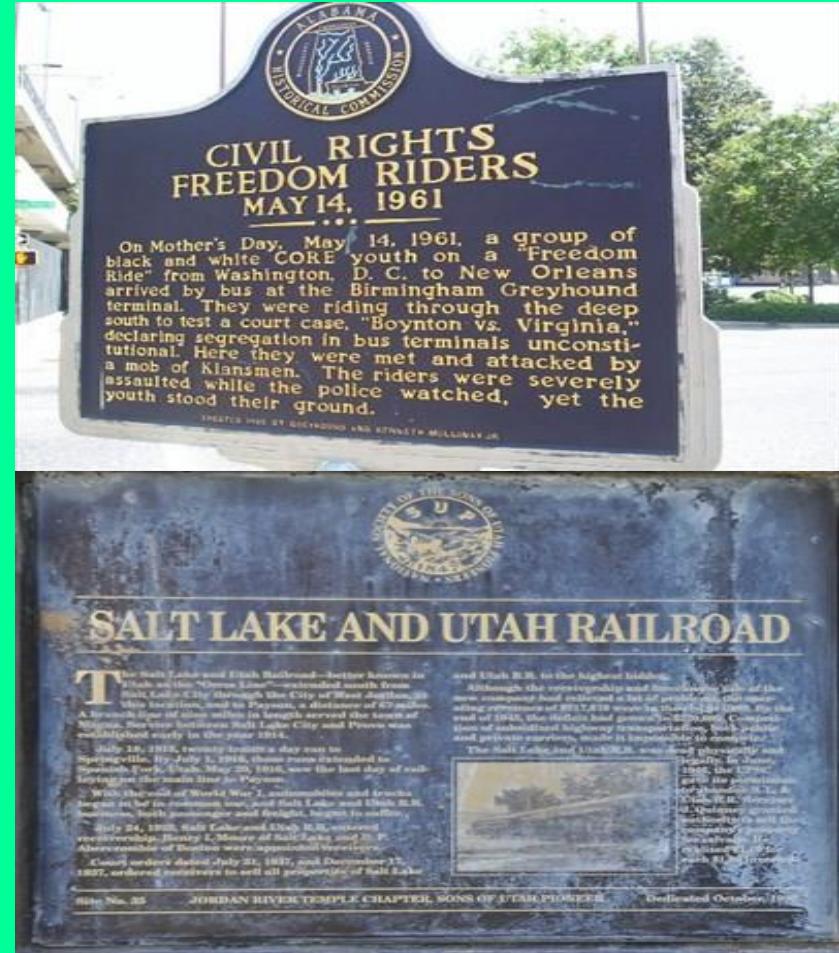


- Museums
- Theatres & Playhouses
- Concert Halls
- Art Galleries
- Historic Houses
- Festivals
- Murals and public art
- Public squares
- Taverns and coffee houses

Tell Your Story



Dolly Parton Statue, Sevierville, TN



Historical Markers

Celebrate Famous People



Babe Ruth – Baltimore, MD

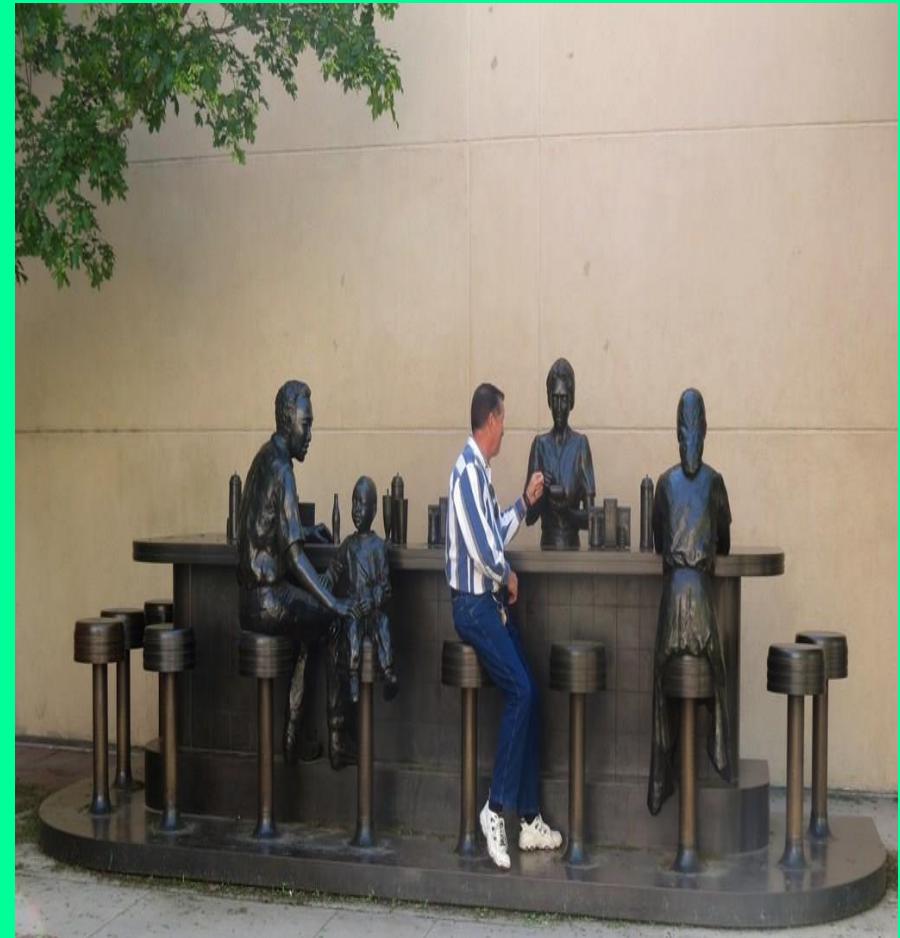
Eleanor Roosevelt – DC

Buddy Holly – Lubbock, TX

Celebrate Famous Events



Great Depression – Washington, DC



Lunch Counter Sit-In's – Greensboro, NC

Pioneer Courage – Omaha, NB



Celebrate Ordinary People



Waterman – Massachusetts



Ranchers – Wyoming



Coal Miners – Pennsylvania



Commuters - Washington

Tell Your Story!



THE PRINCE GEORGE POST

Volume 1, Number 1, 1942

War Loan Drive Starts Today!

THEY GOTTA HAD EVERYTHING THEY'VE GOT
BECAUSE THEY'RE THE BEST IN EVERYTHING... PUT THEM ON THE
CAR IN THE PARK GARAGE

TYPE - SOUTHERN - 41500000 - WAR - BONDS



WETLES







Louisville Slugger Museum



Big Postcard Orlando, FL

Integrate Art and Infrastructure





RADIO  FLYER



HERSHEY



TUNNELS

CLEARANCE 7'0"



Secrets of Successful Communities

1. Develop a shared vision for the future
2. Inventory local and regional assets
3. Build plans around the enhancement of assets
4. Use education, incentives, partnerships, and voluntary initiatives, not just regulation
5. Pick & choose among development proposals
6. Cooperate with neighbors for mutual benefit
7. Protect community character & foster an authentic sense of place
8. Have strong leaders & committed citizens

Most Polluted City



Model for Community Revitalization



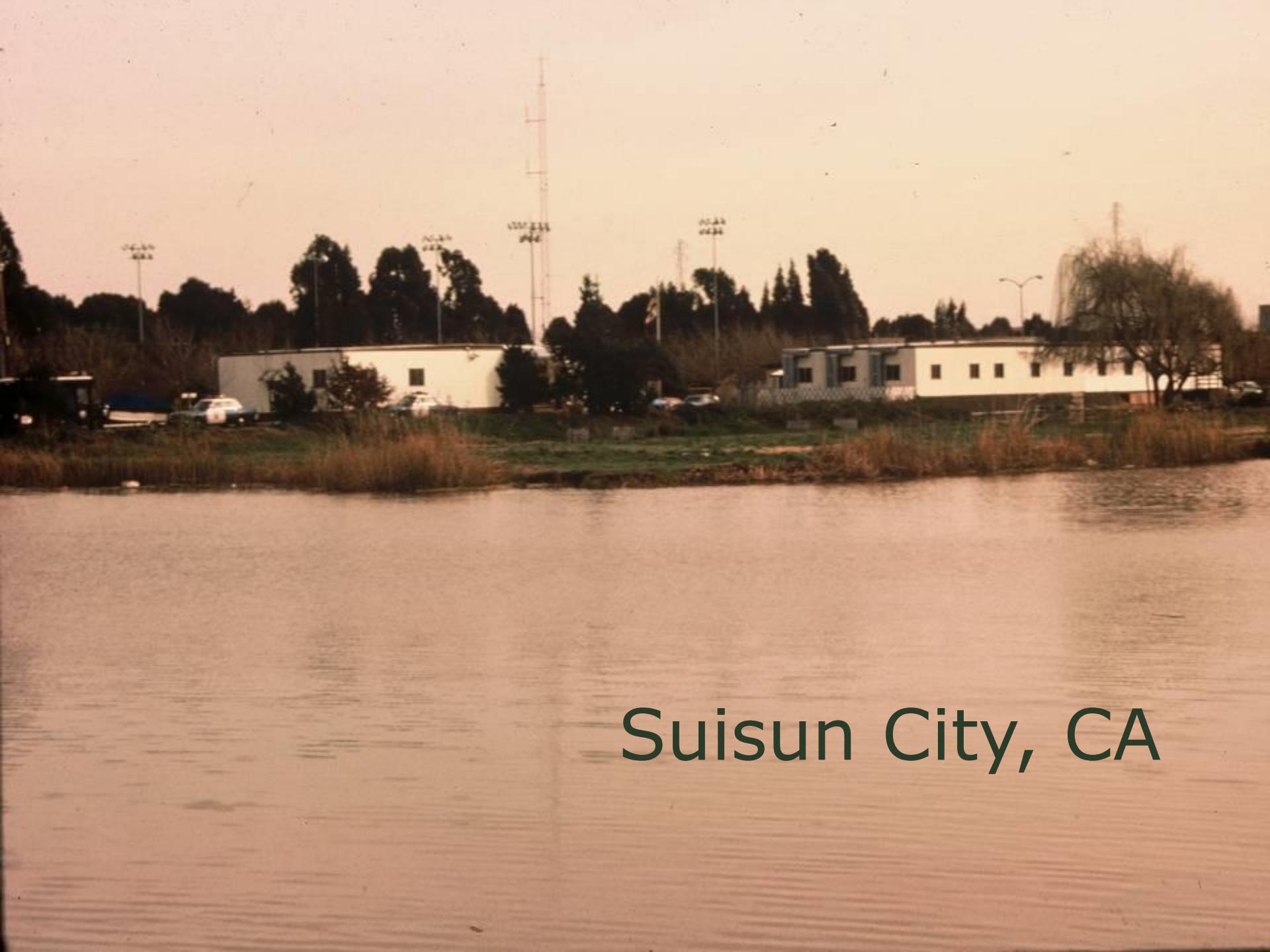
Hamilton County Bridge, over Tennessee River, Chattanooga, Tenn.





PLAQUE DEDICATED
TO THE MEMORY OF
THE MEN AND WOMEN
WHO DIED IN THE
SERVICE OF THEIR
COUNTRY IN
THE GREAT
WORLD WAR
1917-1918

COMMISSIONER
ENGINEER
CONTRACTOR
C. L. HARRIS
GENERAL CONTRACTOR
THE L. M. THOMAS CO.
CHARLOTTE, N.C.



Suisun City, CA



Suisun City, CA



Welcome To
TOWN OF
PORT ROYAL





Inventory Assets

- Natural Resources
- Cultural Resources
- Human Resources
- Economic Resources
- Educational Resources
- Recreational Assets

Sometimes the Assets are Obvious





Sometimes They Are Not Obvious





WWII Torpedo Factory



Torpedo Factory Arts Center



Columbus Riverfront - Before



Columbus Riverfront - After



Paducah Flood Wall – Before



Paducah Flood Wall - After



Akron Grain Elevators - Before



Akron Grain Elevators - After



Tacoma Railyard - Before



Tacoma Railyard - After



Poughkeepsie High Bridge - Before



Poughkeepsie High Bridge - After



Explore Beyond Regulation

- Education
- Incentives
- Partnerships
- Voluntary Initiatives

Why Do We Educate?



Why Should We Use Incentives?



"IT'S THE LATEST TREND IN REAL ESTATE... A LITTLE INCENTIVE TO SWEETEN THE DEAL."

Development Incentives

- Expedited Permit Review
- Property Tax Credits
- Free or Low Cost Design Assistance
- Transferable Development Rights
- By Right Conservation Development
- Buffer Averaging
- Off-Site Mitigation
- Stormwater Credits
- Code Flexibility



LONE STAR

FOR RENT
213-34-002



Museum of Art

SEEN
MADE

Voluntary Initiatives



Conservation easements



Community Beautification

Gettysburg, PA - Before



Gettysburg, PA - After



Yazoo City - Before



Yazoo City - After



**SUCCESSFUL
COMMUNITIES PICK
AND CHOOSE AMONG
DEVELOPMENT PROPOSALS**

Lexington, VA - Before



Lexington, VA - After



Leadership is important!

But often unappreciated



“Apart from sanitation, medicine, education, wine, public order, roads, irrigation, public health and a freshwater system, what have the Romans ever done for us?”

Monty Python's, Life of Brian

Hometown Heroes

“Never doubt that a small group of committed individuals can change the world. Indeed, it is the only thing that ever has”

-Margaret Mead

It's Not Always Easy

Welcome to
Buena Vista
6002 HAPPY CITIZENS
AND 3 OLD GROUCHES

J.H. DICKINSON JR. 1971

A Final Thought

Vision counts, but
implementation is priceless!

Thank You!

©Ed McMahon

Urban Land Institute

emcmahon@uli.org