

Ada County Idaho

Planning for Growth in the Treasure Valley

February 9–11, 2005
An Advisory Services Program Report

ULI—the Urban Land Institute
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About ULI—the Urban Land Institute

ULI—the Urban Land Institute is a non-profit research and education organization that promotes responsible leadership in the use of land in order to enhance the total environment.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute today has more than 25,000 members and associates from 80 countries, representing the entire spectrum of the land use and development disciplines. Professionals rep-

resented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

This Advisory Services program report is intended to further the objectives of the Institute and to make authoritative information generally available to those seeking knowledge in the field of urban land use.

Richard M. Rosan
President

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About ULI Advisory Services

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI panel teams are interdisciplinary and are developed based on the specific scope of the assignment. ULI teams provide a holistic look at development problems. Each panel is chaired by a respected ULI member with previous panel experience.

The agenda for a panel assignment is intensive. It includes an in-depth briefing composed of a tour of the site and meetings with sponsor representatives; interviews of key people within the community; and a day of formulating recommendations. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. At the request of the sponsor, a written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services program report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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Special thanks are extended to all of the community members who volunteered their time and shared their thoughts and experiences during the interview process. This group of more than 50 individuals included government officials, residents, business leaders, and property owners who provided the panel with valuable information and insights that were critical to the completion of its assignment.

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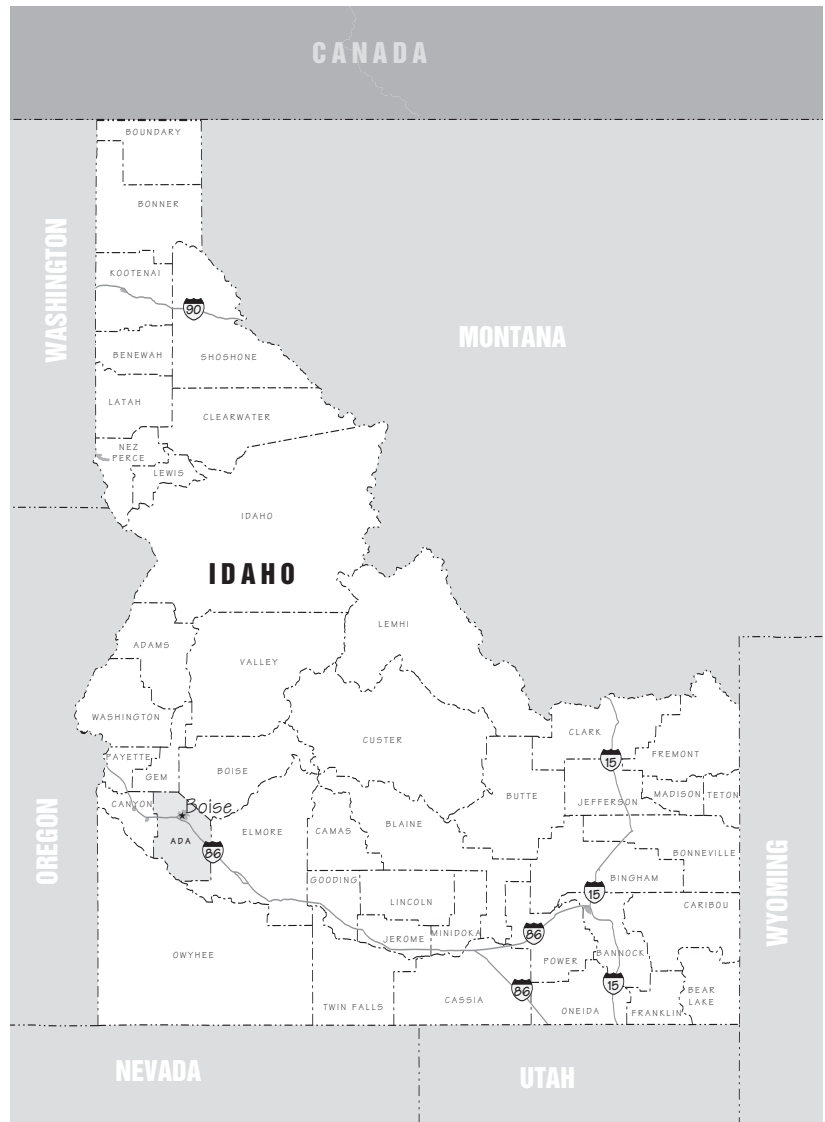
Introduction

Ada County and its cities have experienced unprecedented growth over the past decade, which has transformed a relatively small agricultural area in the northwest into one of the fastest-growing counties in the United States. This change has created issues—including traffic, poor air quality, loss of open space, and uncertain water sources—with which this emerging western area is not particularly familiar. These issues have forced the region to begin planning to meet the needs of its current citizens and for its future sustainability.

To address these issues, Ada County and its six cities have commenced a planning process intended to establish a “blueprint” for how future growth should occur in the Treasure Valley. The debate about how best to accommodate growth has been fueled by concerns about the current pattern of low-density, disconnected subdivisions and sprawl throughout the valley. Recently, numerous development proposals for large- and small-scale master-planned communities have surfaced within the county, producing significant debate regarding this type of development, which is new to the area. Much of the discussion has pitted the valley’s cities and counties against each other, because all are concerned about what happens on their borders. A number of proposals for infill development have stirred up contentious debate about higher-density development and where infill is appropriate. These important issues led Ada County and the ULI Idaho District Council to solicit help from a panel of experts from around the United States.

The Panel’s Assignment

Ada County and its cities are interested in learning about the role and impact that master-planned communities have on a region. In particular, they want to see how such development will affect the region’s promotion of infill development. The



Location map.

panel was asked to assess current growth patterns and projected development trends in the valley and to provide recommendations on how the county and its cities can best accommodate growth. The panel also was asked to provide relevant examples from other parts of the country and to suggest how the Treasure Valley can learn from others' successes and failures.

The Panel Process

Prior to visiting Ada County, the panel previewed briefing materials prepared by the staff of the Ada County Development Services Department. The materials provided demographic, land use, zoning, employment, and economic information on Ada County and its cities, and outlined the county's expectations of the panel. Once the panel members arrived in Ada County, they toured the Treasure Valley by helicopter and bus and were briefed on growth and development issues by the county and

the ULI Idaho District Council. The panel also met and interviewed a diverse group of more than 50 community members, including politicians, residents, business leaders, activists, and landowners. The panel then presented its findings to the county staff and more than 150 people in the Boise City Council chambers. The remainder of this report summarizes the panel's five key recommendations and observations. The key recommendations are as follows:

- Enforce and implement the Blueprint for Quality Growth;
- Promote infill development;
- Plan for high-quality development;
- Focus on the fringe; and
- No more unilateral behavior.

Enforce and Implement the Blueprint for Quality Growth

Ada County, its cities, and its citizens have embarked on an 18-month Blueprint for Quality Growth planning process that links transportation and land use issues. The process has the potential to change the shape of the Treasure Valley for years to come. This difficult endeavor is to be commended, because multiple factors—such as the real estate market, physical features and constraints, the political arena, and fiscal feasibility—will affect its outcome.

The panel believes that the following factors must be considered during the development of the blueprint:

- Robust growth in Ada County and its cities over the past decade has created a strong real estate market. Current growth patterns are largely driven by market forces. The blueprint process should try to accommodate the market, to sustain its strength and vibrancy.
- Because it sits along the foothills of the Boise National Forest, physical features and location constrain Ada County's growth on its northern and northeastern borders. This forces growth to occur on the county's southern and western sides.
- Most importantly, the blueprint process will be successful only if all parties completely buy into the process, and strong political leadership will be required for the resulting plan's realization. Regional planning is, by its nature, a very tricky political endeavor. Elected officials step out on a limb when they begin to think and plan for the region as a whole, rather than for their own community's self interests. A significant financial commitment will be required to ensure that the plan is implemented and that it meets the region's expectations.

Obtain Buy In

The commencement of the Blueprint for Quality Growth planning process is a major step toward solving regional issues, and the panel commends Ada County and its cities for agreeing to such an exercise. However, the panel points out that the process has two weaknesses. Implementation by the participating communities is purely discretionary, and the scope of the process is too narrow. Bringing everyone to the table to talk about regional issues is great, but if they continue with business as usual when they return to their communities, then the process clearly is ineffective.

The blueprint can be successfully implemented only if it is enforceable. This is a difficult task, because it puts the individual jurisdictions to task and challenges them to make decisions that are beyond their own self interests. To ensure that everyone will be on the same page and willing to take the next step in the process, the panel recommends the use of a mediator to help guide the process. The panel believes Boise State University would be an excellent facilitator for this process because it is a regional institution that serves a number of constituencies.

The panel also believes that the blueprint process should expand beyond Ada County to address other common issues. Doing so will help to strengthen the entire region. This already is being done to a certain extent with the collaboration of the local Blueprint for Quality Growth process and Communities in Motion. A number of significant issues need to be addressed regionally because they are too large and important for individual jurisdictions to handle on their own. These include the following:

- Land uses;
- Water quality;
- Sewer and drainage;

- Open space;
- Air quality;
- Transportation;
- Agricultural preservation;
- Wildlife habitat;
- Environmental issues;
- Schools;
- Economic development;
- Foothill preservation;
- Transit;
- Historic preservation; and
- Compatible transitional land uses.

Make the Impact System Work

The panel also recommends that Ada County and its communities make the existing “area of impact” system work. The county’s areas of city impact, which are mutually identified by Ada County and its cities, consist of land surrounding the corporate limits of each city that will accommodate future physical growth and will be served by current and planned urban services.

To make this system work, the county and its cities must focus on identifying specific nodes of development and intensity, and then guide growth into these areas. It is also important to identify areas where development should *not* occur and create provisions to protect these lands. The current system defines areas to be developed, but these areas do not appear to be coordinated with their surroundings or with future growth needs.

Promote Infill Development

As the Treasure Valley continues to grow, a significant portion of the new development will occur on undeveloped or underutilized land within Ada County's cities. The county and its cities have made a commitment to promote infill development, but they need to be proactive in its management. To do this, they must educate their citizens on the benefits of infill development, establish a clear set of rules and ordinances for infill development, identify and market infill opportunities, and train staff so they can effectively evaluate and manage infill development programs.

Education Is Key

Cities need to educate their citizens about what infill development really is. People often have a negative image of single-use, high-rise housing towering over their backyards, causing traffic and parking problems in the surrounding neighborhood. Such perceptions need to be dispelled to ease people's tensions and change their view of infill development. This can be done in a number of ways. The easiest method is to show people local examples of high-quality infill development, so that they can become familiar with it and can see how new projects fit in contextually and what impacts they have on a neighborhood. An excellent local example is the mixed-use Veltex Building on the edge of downtown Boise. This building contains underground parking, ground-floor retail space, two floors of office space, and two floors of residential condominiums. The top floor is scaled back to minimize the building's impact on the street, thus making the structure look smaller and allowing it to fit in with the surrounding neighborhood.

Establish Infill Rules and Regulations

Infill projects are more difficult and more expensive to develop than greenfield projects because current development regulations often are inadequate and do not address infill development. This

requires developers to go through a long and complicated rezoning process. To make the infill development process easier and thus encourage the development of high-quality infill projects, each city needs to establish a clear infill ordinance to guide development. This ordinance will differ significantly from its conventional suburban counterpart and should address design standards and regulations at an urban scale.

The design standards in the infill ordinance should address building setbacks, landscaping requirements, sidewalk widths, impact fees, and—most importantly—parking. The location and amount of parking is one of the most expensive and difficult issues in infill development. The parking section of the ordinance needs to be flexible enough to accommodate a mix of uses, and should contain appropriate standards for each use. For example, there should not be a single standard for all commercial space, because different uses have different parking needs. The ordinance also should allow shared parking by daytime and nighttime uses, and should take into account a project's proximity to transit and the fact that not all visitors will be arriving by automobile.

The infill ordinance also should include a set of incentives to help attract high-quality developers and make projects more financially feasible. Boise currently offers density bonuses, but this alone may not be enough, especially if the market does not demand the increased density. Other incentives, such as reduced impact fees, a fast-tracked application process, and property tax abatement, should be explored to further promote infill development.

Market Infill Opportunities

The county and its cities should inventory and actively promote all available infill sites. This inventory should be published or posted on the Internet

for developers or companies looking to build in the Treasure Valley. The county's economic development agency also should promote these available properties to companies that are interested in relocating to or within the area.

Train Staff on Infill

As infill development increases in Ada County, the cities' and county's development services staff need to be trained so they can effectively evaluate and manage this development. Staff members can

obtain this continuing education by attending sessions organized by the American Planning Association, the International City/County Management Association, and/or similar groups. They also can visit planning and development services offices in other cities to learn how these municipalities manage infill development.

Plan for High-Quality Development

According to the U.S. Census, Ada County is one of the fastest-growing counties in the United States. The word is now out that the Treasure Valley provides an affordable and high quality of life. Companies have taken notice and are bringing new industry to the area because of its qualified workforce and cost of living. The charm of the northwest and the region's world-renowned recreational opportunities also are attracting people who can telecommute or work from any location.

Now that the growth of Ada County has caught the eye of national investors, large development firms have begun to propose large-scale master-planned communities in the Treasure Valley. This type of development is new to the region and has met with some resistance. In order to maintain the region's high quality of life, the county and its cities need to understand the impacts and benefits of master-planned communities.

What Are Master-Planned Communities?

A master-planned community takes a comprehensive approach to the development of a balanced and vibrant set of uses that creates a sense of place and enables people to live, work, and play in their local environs; socialize with neighbors; and—most of all—take pride in their community. Although master-planned communities are self-contained, those that are well planned easily integrate into the existing community, thus enhancing the greater area.

Follow the Blueprint

The addition of master-planned communities to the Treasure Valley will have a tremendous impact on how the region is shaped. The panel recommends that the county guide the location of master-planned communities with the Blueprint

for Quality Growth. This will ensure that they are in line with the region's comprehensive plan for transportation and infrastructure. By guiding the location of master-planned communities, Ada County and its cities can minimize the impact of these communities as well as infrastructure and other development costs.

Upgrade Subdivision Standards

Most of Ada County's new residential development currently takes place in small, disconnected subdivisions consisting primarily of single-family homes. This pattern of development has adverse effects on the region because it segregates land uses and forces people into their vehicles to get from one place to another. This, in turn, increases traffic congestion, which degrades the region's air quality. The panel recommends that the county and its cities upgrade their subdivisions by enhancing design standards, encouraging connectivity, and introducing a mix of housing types.

The design of most subdivisions is oriented toward the automobile. The dominant design feature of most suburban homes is a two-car garage. This creates placeless, unwelcoming areas that lack character. Neighborhoods that feature houses with front porches, recessed or detached garages, sidewalks, parks, and open spaces should be encouraged in the Treasure Valley. These neighborhoods should be connected to other neighborhoods and subdivisions. This connectivity will make it easier for people to get around and will reduce traffic, because drivers will have more than one option in getting from point A to point B. It also will help to build value in the area, because it creates community and a sense of place.

More connected and walkable neighborhoods will make it easier to offer a variety of housing types. Although the market primarily demands single-family homes, townhomes and multifamily resi-

dences also are necessary to meet the needs of county residents' varied lifestyles. In addition to meeting more peoples' needs, diverse housing allows for a mix of incomes and increases the ability of people—including teachers, police officers, and firemen—to live close to their jobs, in the communities in which they work. This has a positive impact on the region, because it decreases the amount of time people spend traveling to and from work. A mix of housing choices also benefits the region because it creates a sustainable community rather than a one-generation subdivision.

Measure for Success

A key component of the Blueprint for Quality Growth is the implementation toolbox. This toolbox will offer design guidelines as well as exam-

ples of the type of development that the community desires. The panel recommends that the county and its cities encourage developers to use the implementation toolbox to enhance the design of their projects. The toolbox also will enable municipalities to enforce high-quality development by withholding permits until a project meets a certain number of the toolbox guidelines.

Focus on the Fringe

In rapidly growing areas such as Ada County, most growth occurs on the fringe of existing development. This happens because market forces and current development patterns dictate the location and types of development that will take place. As cities grow and populations increase, the need for available land drives development to the fringe, where large, easily developable parcels are transformed into housing and services for a growing community. Cities need to focus on their edges because today's fringe development is tomorrow's infill development, and it is much easier and more cost effective to get it right the first time.

Often planning in these emerging areas is neglected or has not yet occurred, so development springs up in a disconnected and uncoordinated manner. This causes serious problems once the area builds out, because critical planning for roads, schools, parks, and other necessary infrastructure may never have taken place. Cities eventually grow and expand to the point where they begin to encroach on neighboring communities. This usually causes problems because every community views growth and development differ-

ently. These turf battles could be avoided by a coordinated planning process for the cities' edges.

The panel observed the aforementioned problem in Ada County. It recommends that the county's cities come together to discuss development on their mutual edges and to maximize their common interests. They should devise a strategy to effectively manage mutual issues along the fringe. Special attention should be paid to areas where there are overlapping rural and developed lands, regional transportation corridors, and open spaces. It may be necessary to include the county in these discussions, because some of the land may be in unincorporated areas of the county and because the county's input may be needed to coordinate planning for development of the fringe.

Cities also must have open discussions concerning annexations and the area of impact process. These conversations need to happen before growth occurs, to prevent costly legal battles. A coordinated approach to the fringe—especially when it involves multiple jurisdictions—will help create high-quality development that serves the affected communities and the region as a whole.

No More Unilateral Behavior

Ada County and its cities have taken a big step toward regional cooperation by commencing the Blueprint for Quality Growth planning initiative. This 18-month process will help the Treasure Valley plan transportation and infrastructure needs to accommodate future growth. This is an impressive feat, and the panel commends all involved parties for stepping up and trying to address the region's most pressing growth issues.

However, the panel is under the impression that after the county and its cities come together to draft the blueprint, they then will go back and act in their own interests. In order for the blueprint initiative to work, all involved parties need to act cooperatively. It is imperative that there is complete buy in and that the blueprint is followed by all.

Why It Is Imperative

Without regional cooperation, the long-term economic viability of the Treasure Valley is put at risk. Companies looking to expand or relocate consistently rank quality of life as one of the main factors in their location decision. If the area's quality of life declines, these firms will begin to look elsewhere. If the county and its cities continue to plan alone, the result will be increased traffic congestion and decreased air quality, because the region's transportation problems will not be addressed cooperatively. In addition, if the region's air quality declines, it may risk losing federal funding for road projects.

Two cities that have suffered the results of failing to act regionally are Boulder, Colorado, and Berkeley, California. These cities took a no-

growth approach to their planning in hopes that this approach would solve all of their problems. In each city, growth took place just outside the city's boundaries, further increasing its problems. Housing prices sky rocketed, traffic increased, and the cities were forced to pay for infrastructure and road improvements to serve people coming into the city to work.

Leadership

Ada County and its cities need a strong leadership coalition that will ensure that everyone at the table has a say in the planning process and that everyone follows the comprehensive plan once the process is complete. This coalition of leaders should be comprised of individuals from all aspects of the community. Elected officials, business leaders, and citizens who are excellent communicators within their respective communities should be equally represented. The inclusion of community leaders is essential because they need to be able to convey the importance of the process and the comprehensive plan.

Regional cooperation and leadership will help the Treasure Valley get out in front of the issues related to growth so that it can address these issues before they become serious problems. Issues such as traffic, poor air quality, lack of water, and minimal workforce housing are much easier to address before they reach a crisis level. Full participation and a mutual understanding of the blueprint process by the county and its cities will ensure a strong and sustainable future for the Treasure Valley.

Conclusion

When the panel came to Ada County it found a rapidly growing region that has a lot to offer and a great deal of potential. The county and its cities have embarked on a regional planning process to address growth issues and prepare itself for the future. Although the Blueprint for Quality Growth process is in its early stages, the panel truly believes that if it is made enforceable it will have a lasting impact as it guides development into the future, further enhancing the Treasure Valley's quality of life.

The panel believes that it is critical for the county and its cities to fully promote infill development. Efforts must be made to educate citizens and staff on the benefits and realities of infill development. An infill ordinance also needs to be created that addresses the unique qualities of infill development and offers incentives for it.

Ada County and its cities must take the initiative to plan for high-quality development. They can do this by upgrading current subdivision standards to promote pedestrian-friendly design and connectivity within and among communities. The imple-

mentation toolbox element of the Blueprint for Quality Growth process should set standards and measures for success.

As growth continues in Ada County, most of it will take place on the fringes of existing development. The county and cities need to focus on these critical areas, because if they are developed poorly they will be very expensive and difficult to fix in the future. To avoid this, cities need to come together to maximize their common interests and get out ahead of the coming growth.

One of the key components of the panel's recommendation is that Ada County and its cities need to come together and stop acting unilaterally. The success of the Blueprint for Quality Growth process will be dependent on open and honest discussions as well as complete buy in from all parties. This is imperative because the consequences of unilateral action are unplanned and disconnected growth, wasted resources and infrastructure, increased traffic, and a decline in the region's quality of life. The panel believes that these consequences are too great to be ignored.

About the Panel

Daniel C. Van Epp

*Panel Chair
Las Vegas, Nevada*

Van Epp, owner of Real Estate Consulting and Investments, previously was senior vice president of the Rouse Company and president of the Howard Hughes Corporation, an affiliate of the Rouse Company. He was responsible for West Coast community development, including the development of the 22,500-acre Summerlin master-planned community in Las Vegas, Nevada, before his departure from the firms in June 2004.

In 1996, answering a call from John Goolsby, then president of Las Vegas-based Howard Hughes Corporation, Van Epp moved west to head up the development of Summerlin, one of the largest planned communities in the United States. As president of the corporation's Summerlin division, Van Epp was responsible for the entitlements on the majority of the project, negotiating complex development agreements with municipalities while also rapidly increasing the pace of development until it reached levels in excess of 3,300 units per year, making it the fastest-selling community in the nation from 1996 through 2002. With the company's acquisition by the Rouse Company, Van Epp became a senior vice president of Rouse and president of Hughes, assuming responsibility for the company's investment land in the west, new community development, and the continued success of Summerlin.

Since 1996, Van Epp has led teams that saw land developed for 21,000 homes, selling more than \$1 billion in land and generating annual net operating income before participation expense of \$141 million in 2003. He also assumed responsibility for more than 2 million square feet of office and retail development in the community. For his success in making Summerlin one of the most profitable planned communities in the nation, he is a recog-

nized industry leader and a frequent speaker both nationally and internationally. Van Epp is an industry pioneer in price and profit participation related to the sale of land to builders.

Van Epp has served as a trustee of the Urban Land Institute and currently serves on ULI's Policy and Practice Committee. He is the immediate past president of the board of governors of the Summerlin Hospital Medical Center and is a trustee and vice chair of the executive committee of the University of Nevada at Los Angeles (UNLV) Foundation. He is a past president of the Boulder Dam Area Council of the Boy Scouts of America; is on the board of directors of the Boy Scouts of America, Western Region; and recently was awarded the scouts' highest honor, the Distinguished Eagle, for men who achieved the rank of Eagle Scout in their youth, have made significant contributions to scouting and their communities as adults, and have achieved high success throughout their lives.

Daniel M. Conway

Denver, Colorado

Conway is a real estate marketing and research authority specializing in residential, commercial/industrial, and golf course developments who has more than 30 years of experience as an urban land economist. As president and director of economics and market research for THK Associates for the past 20 years, he has conducted numerous residential, commercial, industrial, and golf course economic feasibility and market studies, socio-economic impact assessments, and financial planning studies.

Conway's projects include an international market center and industrial market analysis for the Dove Valley Business Air Park in Arapahoe County, Colorado; a residential and related uses market analysis for several major developments in Doug-

las County, Colorado, including the 1,342-acre Parker City site; and numerous golf course feasibility studies throughout the United States. Specific communities in which Conway has completed a wide range of research and analysis include Las Vegas and Reno, Nevada; Oxnard, Palm Springs, and Carmel, California; Kansas City, Missouri; Oklahoma City and Tulsa, Oklahoma; Austin, Texas; Albuquerque and Santa Fe, New Mexico; Seattle, Washington; and Phoenix and Tucson, Arizona.

Most recently, Conway has gained recognition as a speaker on the golf course development circuit. His numerous presentations at the Crittenden Golf Development Expos have been widely attended and his book, *The Cost and Revenues of a Unique Golf Club*, has furthered his reputation as one of the industry's leading authorities. Under Conway's guidance, THK Associates completes more than 75 golf course feasibility studies and golf driving range market studies and appraisals each year.

James R. Harris

Fort Worth, Texas

Harris is a partner in James R. Harris Partners, a partnership engaged in developing single-family residential land. Harris has been in the business of developing residential neighborhoods and master-planned communities in the Dallas-Fort Worth area since 1979 and has developed more than 20,000 residential lots there. In addition, he has developed residential property in Aspen, Colorado, and in Austin and Tyler, Texas. Harris also is a partner in Village Homes, a custom home-building company specializing in urban and infill sites; Sun Creek Homes, a partnership that develops manufactured home communities; and Forth Decade, a partnership that buys and upgrades industrial buildings for retail and commercial uses.

A member of the Greater Fort Worth Builders Association, Harris has held numerous committee positions, currently serves on the association's board of directors, and has received the group's lifetime "Spike" award for his achievements. He also has been active in the Texas and National Associations of Home Builders. Harris has been a full member of the Urban Land Institute for

more than 20 years, currently serves on a Residential Council, and is a governor of the Urban Land Foundation.

Harris has served as a member of numerous boards and committees with the city of Fort Worth concerning zoning and development policies. These boards and committees include the Development Policy Review Committee, the Capital Cost Recovery Committee, the Water and Waste System Development Charge Committee, the Commercial Zoning Review Committee, the Zoning Review Task Force, and the Development Standards Task Force. He has been a commissioner of the Fort Worth Housing Authority; a member of the boards of directors of Central Bank & Trust and Texas American Bank, West Side; a member of the advisory board of directors of Wells Fargo Bank of Fort Worth; and chairman of the board of Trinity Terrace, a continuing care retirement community.

A licensed Realtor, Harris is a member of the Fort Worth Board of Realtors and the Society of Commercial Realtors. He received a BA degree from Austin College and earned an MBA from Texas Christian University

Charles A. Long

Berkeley, California

Long has more than 30 years of diverse experience in local government, with an emphasis on public/private partnerships, economic development, and real estate finance. His consultant practice, Charles A. Long Associates, serves public and private clients in Nevada and California.

Long previously was city manager of Fairfield, California, which has an international reputation as an innovative and entrepreneurial municipality. While there, he negotiated the first city participation agreement with a regional shopping mall. Since leaving the public sector in 1996, Long has worked on a wide range of issues, including base reuse, developer negotiations, project feasibility analysis, marketing, redevelopment, strategic planning, and public finance.

Long has lectured for the School of Public Administration at Golden Gate University and has taught economic development and organizational change internationally. He has served on previous ULI Advisory Services panels and is a faculty member for ULI's advanced Real Estate Development Process course. Long has an MPA from the School of Public Policy at the University of California at Berkeley and a BS in economics from Brown University.