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## Legislative Action

# PBID "Clean Up" Bill Delivered to Assembly

California Assemblyman Jim Silva (R-Huntington Beach) introduced Assembly Bill 1208 on February 28, proposing amendments to sections of the Streets and Highways Code relating to improvement districts. The amendments, drafted last year by John Lambeth and approved by the CDA board with input from our PBID members, clean up sections of the Code that have proved troublesome to many city attorneys, and have in some instances hindered the establishment of PBIDs.

For a quick review of the proposed amendments, the following is the Legislative Counsel's Digest. To review the complete text of the bill and proposed revisions, please visit the CDA website [www.californiadowntown.com](http://www.californiadowntown.com)

## AB 1208 LEGISLATIVE COUNSEL'S DIGEST

AB 1208, as introduced, Silva. Improvement districts. Existing law, the Parking and Business Improvement Area Law of 1989, authorizes local governmental entities to levy assessments on businesses located and operating in a parking and business improvement area. Existing law requires specified proceedings to establish or modify a parking and business improvement area, including the adoption of a resolution by the governing body and a public hearing. Existing law requires these public hearings to be completed within 30 days of the adoption of the resolution indicating the intent to establish or modify a parking and business improvement area.

**We encourage members to write letters or e-mails in support of AB 1208 to Assemblyman Silva and the Governor. A sample letter is available on our website home page.**

This bill would delete the 30-day limit for completion of those public hearings.

Existing law, the Property and Business Improvement District Law of 1994, authorizes local governmental entities to levy assessments on properties and businesses within a business improvement district for the purpose of financing certain improvements. Existing law requires the management district plan for a business improvement district to include certain information, including a description of the boundaries of the district. Existing law prohibits the boundaries of a proposed district to overlap with the boundaries of an existing district. Existing law specifies that this prohibition does not apply to business improvement districts overlapping with other improvement areas. Existing law requires a local governmental entity to provide specified notice and hearing if the governing body proposes to levy an assessment or to impose a new or increased assessment.

This bill would revise the limitation on the overlapping of business improvement districts to

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## President's Message

# Toilettes, Trash Cans and The City of Light

It is really amazing how becoming a *downtown professional* has changed my vision of the world. It has certainly impacted my vacations: Each has become a field trip.

Who else but a downtown person wanders around Times Square in New York City taking pictures of trash cans, trash bags and recycle bins?

Who else but a downtown person visits Downtown Disney and declines

pictures of The Mouse, instead focusing on graffiti-resistant utility poles?

And who else but a downtown person makes annual treks to the *City of Light*, and while appreciating the Eiffel Tower, takes

pictures of the A-frame street signs and admires street "toilettes"?

As I make fun of myself on my busman's holidays, I also realize the serious side to the fun. I have just returned from six days in Paris, and my years in the

downtown world have taught me to appreciate the sights in a new light.

While autos swarm through the streets of Paris, they have not destroyed the pedestrian-friendly environment. The street where our hotel is located, the Rue Cler, exists in the shadow of the Eiffel Tower. And talk about mixed usage! Our hotel, all five stories of it, was situated above a café and a wine shop. Next door was the cheese shop, one of several on the block. We were a short two blocks to the Metro where we could connect to virtually anywhere in Paris



and nearby areas, either by Metro connections or the train system. On the way to the Metro, the block was filled with neighborhood folks doing their daily shopping (apparently, Parisian refrigerators are still generally too small to handle Costco-sized purchases!)



There was a wonderful complement of businesses: Cheese shops, butcher shops, patisseries and boulangeries, cafes, chocolate shops, olive stores, flower shops, and fish markets, each with their own special aromas. And in front of many of them were wonderfully unique A-frame signs. Our planning department would have had a fit, yet they work beautifully on the Rue Cler.

The sights I savored in the *City of Light* have inspired me to come home and work on pushing the boundaries when thinking about enhancements in my community. As always, I encourage you to do the same!

## Larry Cope of Gilroy Economic Development Corporation Appointed to Board

Filling the board seat vacated last year by Richard Greene, (Stockton Boulevard Partnership), CDA president Florence Weiss has appointed Larry Cope, Executive Director, Gilroy Economic Development Corporation, to serve for the duration of the term.

Along with his 12-plus years as an executive director in economic development organizations whose missions included downtown revitalization, Larry is an instructor for the Community Development Institute and the Economic Development Institute. He also is current president of the Central Coast Marketing Team, an Economic Development group.

"I welcome Larry to the CDA board and believe his experience in economic development will be an asset to our organization," says Florence Weiss.

## Congratulations to our First "Certified Downtown Professionals!"

Ten students completed all four courses in our new downtown professional certificate program in February, earning the designation "Certified Downtown Professional" from the California State University College of Extended Learning.

Approximately 25 students participated in the courses offered in Oakland and we look forward to our next group of graduates next Spring when the courses are again offered in Palm Desert.

The current graduates will receive their certificates in a proper ceremony during our annual conference in Long Beach in October.

## Member Profile: Meet CDA's Carol Thompson

*Beginning with this issue, Craig Smith, Executive Director, Downtown Napa and current CDA secretary, has generously offered to write a member profile for each newsletter. The editor, Carol Thompson, is indulging Craig in this first piece, allowing him to deviate from a member profile to present a profile on CDA's only staff person.*

It may sound like a cliché but it's appropriate – if the California Downtown Association (CDA) has a face, it is that of Carol Thompson. All CDA newsletters and most other printed materials are designed, written and produced by Carol. When the phone rings or an email arrives in your office from CDA, Carol is probably behind it. In just a few years, she has helped elevate the organization from a group informally run by volunteers to a professional organization that hosts a highly rated conference every year. She does it all, and yet only works part time.

A sociology major at UC Santa Barbara, Carol began her career with a large pharmaceutical company, ultimately as an administrator of their benefit plans. She then moved to a company that specialized in health plan management, where she honed her skills working as an account executive serving corporate clients such as Johnson and Johnson. It was a good corporate job with a solid future, but it wasn't for her. When a friend needed someone to run her lunch business within a West Los Angeles gourmet shop, Carol left the corporate world behind and never looked back.

When she and husband Leonard had their daughter, Stacy, in 1993, Carol became a stay-at-home mom. She became involved in her neighborhood association and on a whim, began the California Heights Neighborhood Association's newsletter. Ten years later, the newsletter is still going strong (Carol handed over the publishing duties years ago) and the neighborhood hosts one of Southern California's most successful annual historic-district

home tours, of which Carol was one of the founding organizers.

People discovered Carol through her newsletter and she was approached about other writing assignments. When one of her daughter's pre-school pal's mother asked if she would be interested in free-lance writing for City of Hope National Cancer Center, Carol jumped at the chance. Ten years later, she has written over 150 survivor biographies for City of Hope's Bone Marrow Transplant (BMT) department. Most recently, she completed interviewing and writing the stories of thirty BMT patients, for the BMT Program's 30<sup>th</sup> Annual Celebration of Life. These brief, well written and inspiring pieces, featuring several highly accomplished and recognizable BMT survivors, can be viewed on the City of Hope website at: [www.cityofhope.org/HCT/SuccessStories](http://www.cityofhope.org/HCT/SuccessStories)

One contact Carol made through her writing was Mary Coburn—currently the operations manager for the Downtown Long Beach Associates, as well as a CDA board member—then of the Bixby Knolls BID, who asked Carol if she would be interested in producing the Bixby Knolls newsletter. Shortly thereafter, in 1999, Mary asked Carol to bid on the CDA newsletter. Month's later, the CDA board moved to hire its first staff person. With Carol's skill set and CDA's part-time requirement, the position was a perfect fit.

Today, Carol's duties with CDA have evolved and include, well, everything. Besides writing and producing all printed material, she handles the financials, membership administration, manages the website, fills all clerical duties, and in recent years, has taken on conference coordinating tasks. She is also an active voice in board meetings. She has blended her corporate, writing and small business backgrounds in a way that has helped CDA grow to greater levels.

Asked what challenges CDA faces, Carol is quick with answers. "Growing



membership and developing consistent delivery of services. It is time to take CDA to the next level. This organization should be leading and driving the agendas for cities as California's downtowns take center stage in urban plans. Just as it was time to hire me a few years ago, this organization is ready for a full time executive director."

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### **AB 1208**

instead prohibit the overlapping of proposed and existing property assessment districts. The bill would require different provisions of existing law relating to notice and hearing procedures to be applied to new or increased property assessments and business assessments, as specified.

Existing law, the Multifamily Improvement District Law, provides that upon submission of a written petition, signed by either more than 2/3 of the property owners or more than 2/3 of the business owners in a proposed multifamily improvement district, the governing body may initiate proceedings to form a multifamily improvement district, as specified.

This bill would authorize a governing body to initiate proceedings to form a multifamily improvement district upon the submission of a written petition signed by either property owners or business owners that would pay more than 2/3 of the proposed assessment.

## Is it Time for a Different Approach?

# Downtowns and Form-Based Codes By Mark J. Brodeur, FIUD

Unless you live in outer Siberia, you have heard the hype surrounding the strategically marketed Form Based Codes. You can hear about these codes at conferences and seminars and be overwhelmed by those few ‘specialists’ who seem to understand the mysteries of calibrating the metrics of the linear ped shed. Or you can take a closer look at what the advantages of form-based codes are and apply their best principles to the revitalization of your downtown.

Invision planners in California creating a new generation of hybrid zoning codes and Specific Plans moving beyond form to recognize all the essential regulatory elements of a successful downtown environment. Each downtown deserves a regulating document that is a unique product, based on community vision rather than using an architectural pattern book or one-size-fits-all formula. There is no ‘right fit’ book for every downtown.

The base principle of form-based coding is that the design is more important than the use because the building will outlast the use. We are seeing form-based codes appearing as a part of our downtown revitalization efforts. The much-heralded Petaluma Downtown Specific Plan is an example of this approach. The form-based component of that plan has been marketed as the panacea for downtown revitalization.

But if you ask the planning director in Petaluma, Mike Moore, how he feels about the form-based component, you get a much different answer. More on Petaluma later.

Clearly, our current Euclidean zoning<sup>1</sup> has been too focused on single-use districts and dimensional requirements, constricting the overall achievement of a ‘sense of place.’ These codes rarely work well in older downtowns that developed organically. Zoning applied to downtown commercial districts in the 60’s and 70’s almost destroyed several of California’s traditional downtowns such as Redding and Santa Ana.

However, the form-based approach is not an ideal fit for the organic downtown either. In traditional downtowns, there is nothing “new” about the urbanism of sidewalk adjacent buildings, parking hidden from the street, pedestrian scale, a mix of uses and narrower streets with wide sidewalks; it has

always been there. The difference is “infill” – a parcel-by-parcel development pattern with multiple property owners. No code, no matter how innovative, can promise the instant vision of “new urbanist” developments under the control of one property owner.

California’s downtown planners have recognized for years that traditional zoning was simply not working and turned to utilizing regulatory Specific Plans. Specific Plans include zoning that emphasizes mixed-use (where appropriate) and focus extensively on uses allowed on the first floor. These plans relax parking requirements, allow more “merchant-friendly” sign types (projecting signs for example), and require “build-to-lines.” They also reduce the number of conditionally allowed uses in favor of more clarity. The plans rely on rich graphics and illustrative design guidelines to achieve proper design solutions. Most importantly, the guidelines and new regulations focus on the ground floor, which helps shape the pedestrian experience. By way of example, the Coronado Downtown Specific Plan’s committee took the extra time in various meetings to purposely define the types of ground floors uses.

“Use does matter,” states Moore from Petaluma, “because the market for housing and retail necessary to realize the vision inherent in form-based zoning is driven by use, not by building form and placement.” California’s planners need to exercise careful consideration when pondering the use of

form-based codes for their downtowns, as their economic success is inextricably linked to the mix of uses found in ground-floor storefronts.

The success of downtown businesses can either be enhanced or diminished by bad decisions on the part of entrepreneurs, developers and planners. For example, the innocent “Retail” or “Non-Residential Use” permitted “by right” in a form-based code could include check cashing, business offices, hookah lounges, tattoo parlors, and auto parts sales. These are questionable choices for ground floor retail, no matter how well they are designed. Local government has an imperative role in permitting uses in a downtown, especially on the ground floor. Exceptional downtowns in California such as Carmel, Arcata, Coronado, Sausalito, Pacific Grove and Calistoga go through excruciating detail to define ground floor uses and exert local design control over formula businesses.



*Specific Plans include zoning that emphasizes mixed-use (where appropriate) and focus extensively on uses allowed on the first floor. These plans relax parking requirements, allow more “merchant-friendly” sign types (projecting signs for example), and require “build-to-lines.”*

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<sup>1</sup> Also known as “Building Block” zoning, Euclidean zoning is characterized by the segregation of land uses into specified geographic districts and dimensional standards stipulating limitations on the magnitude of development activity that is allowed to take place on lots within each type of district.

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Finally, form-based codes can ignore the political reality of a City Council giving up discretionary control over projects in its downtown. Since the design parameters in a form-based code are specific, there may be little room for negotiation and the public may feel they lack a voice in the most important part of their town. We all want a fairer, quicker review process, but are we forgetting the essence of community-based planning – involving the public in individual (case by case) decisions made in their own downtown? “By-right” development approvals sound great but a much better catalyst for downtown developers would be to have downtown infill development categorically exempted from the California Environmental Quality Act (CEQA). *Let’s start that conversation!*

It may be time for the new urbanists to realize that they can “create” places that look like downtowns but will never be organic, successful places like Coronado, Carmel or Calistoga. We have to move from style to substance, from form to function, and start focusing on defining the context of the local organic urbanism. As my friend and colleague Sam Gennawey from EDAW says, “we need to define each downtown’s specific DNA.” The form-based conundrum could be modified to employ more essential elements of organic urbanism such as specific uses, specific density, design context and local review. The role of our downtowns has changed markedly over the past three decades, and they will continue to change. As planners in California, we must take the lead, break from the pack and modify our codes and land use policies to keep pace with our most treasured places

*Mark J. Brodeur is Director of Urban Revitalization ,  
Downtown Solutions Inc.*

## **Success Story: PBID Funds Transportation Services**

The City of Emeryville, along with consultant NBS, formed a Property-Based Business Improvement District (PBID) in 2001. This PBID was formed to fund needed transportation services, to alleviate traffic and provide mass transit through the booming City and to the nearby BART train system. Emeryville is home to such diverse but robust businesses like Pixar, Chiron, Peet’s Coffee Roasting and Semifreddi’s Bakery. Emeryville’s residential population is approximately 8,500. Every work day, the population rises to 20,000. The City has seen phenomenal growth over the last decade in retail and residential development, as well.

Late in 2006, the PBID was renewed by overwhelming support of the property owners. This was believed to be the first such PBID in California to fund shuttle and transit services. The innovative shuttle is known as the “Emery-Go-Round.” It is a model program that carried over 600,000 riders in 2001 to over 1,000,000 riders in 2006, at no cost to the riders!

The City, NBS and the nonprofit Emeryville Transportation Management Association worked together to form the original PBID as well as the recent renewal: This included community meetings, gathering input, developing a logical rationale for spreading the assessments and the balloting process. Over two-thirds of the ballots were returned at both the formation and renewal, but the results were strongly favorable and a majority protest was not achieved.

The next time you are in Emeryville, take a free ride on the Emery Go Round!  
*Tim Seufert, NBS*

## **Devastating Fire Guts Old Monterey Building & Businesses**

In a sobering reminder of the fact that disaster planning should be a part of every organization’s business plan, on February 7, a devastating fire swept through one of downtown Monterey’s historic buildings, destroying 21 businesses while seriously affecting the operations of adjacent businesses.

The building at 467 Alvarado went up in flames at approximately 10:30 PM on a Wednesday night during one of downtown Monterey’s busiest tourism weeks. The AT&T Pebble Beach National Pro-Am, which draws thousands of visitors to downtown Monterey each year, started the following day.

“This is one of the busiest weeks we have,” said Rick Johnson, executive director of the Old Monterey Business Association

Because the damage to the 1906 building was so extensive, the entire block was closed off until the potential for collapse could be eliminated. Additionally, the fire

destroyed the underground electrical system along Alvarado Street, requiring PG& E to replace equipment to restore power to the entire 400 block.

The Monterey Fire Department had previously identified the building as being at risk for fire due to the architecture of the hundred- year-old structure, which allowed the fire to creep through walls and crawl spaces throughout the building. In Monterey, alarms and sprinklers are not required in buildings constructed before fire safety ordinances were adopted, unless major remodeling is undertaken. There had never been major construction on 467 Alvarado that would trigger the current fire sprinkler or alarm requirements.

The Old Monterey Business Association has assisted the business owners with relocation into available properties and is working closely with the city to help expedite clean up and rebuilding plans. We look forward to having Rick Johnson, executive director of the OMBA share his experience and perspective with CDA at a later date.

## “Buy Local” Changing Shopping Habits in Portland, Maine by Stacy Mitchell

This article is reprinted with permission from *The Hometown Advantage Bulletin*, a free email newsletter published by the Institute for Local Self-Reliance. To read back issues or join the mailing list, visit [www.newrules.org/retail](http://www.newrules.org/retail).

A seven-month-old campaign to encourage people to choose locally owned businesses over chains in Portland, Maine, is already having an impact on shopping habits, according to the results of a new survey.

The survey asked local businesses participating in the **Portland Buy Local** campaign to gauge its effectiveness.

More than 60 percent said that the campaign had had a positive impact on their businesses, improving customer loyalty and sales.

Nearly three-quarters reported hearing people say that, because of Portland Buy Local, they are making an effort to do more or all of their shopping at locally owned businesses.

The survey also found that forty percent of businesses had gained new customers directly as a result of the campaign. Paul Chace, pharmacist and owner of Old Port Pharmacy noted that people typically choose their pharmacy based simply on “location and convenience.” But, now, “we have folks coming out of their way because of the Buy Local campaign.”

Chris Bowe and Stuart Gersen, co-owners of Longfellow Books, said they had new customers this holiday season who previously had shopped for books on Amazon.com.

In comments offered as part of the survey, several business owners said that the campaign had also led them to examine their own purchases and that they were working to shift more of their spending to local businesses.

The survey results add to a

growing body of evidence of the effectiveness of these campaigns. According to a **study** released in December, the “Think Local First” campaign developed by Sustainable Connections in Bellingham, Washington, has had a dramatic influence on spending behavior.

Portland Buy Local was launched last July by a coalition of independent businesses and citizens. They have since incorporated as the Portland Independent Business and Community

Alliance (PIBCA).

More than 200 local retailers, restaurants, service providers, and other businesses are participating in the citywide effort. The campaign’s logo, which urges, “Buy Local—Keep Portland Independent,” is highly visible around the city on storefront decals, tee-shirts, posters, countertop “thank-you” cards, and bumper stickers.

A poster series developed by PIBCA includes 10 separate posters, each detailing a different reason for supporting local businesses. Most participating businesses have at least two of the posters on display.

The campaign has also used the media to spread its message. Portland’s daily newspaper, the *Press Herald*, has done large feature articles on the campaign and editorialized in favor of Portland Buy Local. PIBCA’s founders have appeared on several local radio and television programs.

In 2007, the group plans to grow its membership and expand its educational campaign. In the next few weeks, it will unveil a searchable, online directory of independent businesses in Portland.

*Stacy Mitchell is a senior researcher for the Institute for Local Self-Reliance and board member of the Portland Independent Business and Community Alliance.*



## Helping Small Businesses Succeed

Ken Keller, a dedicated CDA member and popular speaker at past conferences on the topics of marketing, strengthening your board, and strategic planning, has launched an exciting new venture aimed at giving small businesses the opportunity to learn how to thrive in today’s marketplace.

Keller, in partnership with Karen Butler, who has over 25 years of management and customer Service experience in the high-end travel & hospitality industry, is presenting the first California **Small Business Success Conference** in Pasadena on May 2. This single-day *Business Degree In A Day™* event is offering over 45 workshops and is power packed with tools-for-success for the small business owner.

Along with **Keynote Speaker Laurence Haughton, “It’s Not The Big That Eat The Small, It’s the Fast that Eats the Slow,”** the conference includes sessions focusing on basic business goals geared to: Planning, Executing, Succeeding and Growing.

CDA members can purchase tickets in advance at a discounted rate of \$119.00 and **this price is also available to those businesses that are members of any CDA member organization.** This special ticket price will be available from February 15 to April 15. After that date, tickets increase to \$149.00. Tickets must be purchased via credit card at [www.BusinessConferencesCA.com](http://www.BusinessConferencesCA.com). Use code “partnermay” to take advantage of the discounted price.

We encourage you to distribute this information to your business owners. For more information and future dates and locations, go to [www.businessconferencesca.com](http://www.businessconferencesca.com)

## Member News

### North Park Main Street Announces New Executive Director

North Park Main Street, a Business Improvement District (BID) and nonprofit corporation dedicated to the revitalization of the North Park neighborhood in San Diego, welcomes new Executive Director, Elizabeth Studebaker.

North Park Main Street's President Patrick Edwards noted that Ms. Studebaker will be an asset to the North Park Business District. "Liz comes to us with a wealth of experience in the nonprofit world. Her focus on community organizing and event planning will be critical to the continued success of the BID this year. She stood out as the most qualified, dedicated applicant. She also lives in North Park and has a vested interest in our downtown."

Since January 2006, Elizabeth has worked in the Training Department of the San Diego-Imperial Counties Labor Council. Prior to working with the Labor Council, Ms. Studebaker served as the Outreach Director for San Diego Coastkeeper, a nonprofit environmental organization.

Ms. Studebaker holds a Bachelor's degree in Political Science from the University of California, San Diego. She serves on various community boards including the Alliance for a Better San Diego, the Apollo Alliance, and Progressive San Diego.

### Tahoe City Downtown Association Promotes New Executive Director

The Tahoe City Downtown Association is pleased to announce the promotion of C. Kelly Atchley as its new executive director, effective January 1, 2007.

Kelly joined the TCDA in the spring of 2006 as administrative assistant to then executive director, Ed Miller. She has served as TCDA executive administrator since August. A 25-year resident of Tahoe City, Kelly retired from the Placer County Sheriff's Department in 2005, where she worked for over twenty years serving the public as a 9-1-1 dispatcher. She serves on the board of directors for the Boys and Girls Club of North Lake Tahoe, and has held an elected position on the Tahoe City Public Utilities Division board of directors for the past six years. Kelly has a masters degree in public administration and brings considerable administrative and organizational talent to the TCDA.

### Urban Pacific Group Announces Acquisition of Urban Pacific Builders

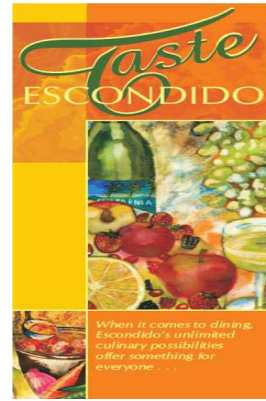
Expanding its growing presence in real estate markets throughout the Western U.S., Urban Pacific Builders, LLC has been acquired by Urban Pacific Group, Inc. UPB managing partner and founder Scott K. Choppin will serve as Chief Executive Officer of the new firm.

While UPB will continue to focus on for-sale urban infill housing, both through new construction as well as adaptive reuse of existing core properties, Choppin said the buyout of UPB's assets represents a strategic decision to move the company into new types of development.

"Because of the changing real estate market, we are making a strategic shift to rental apartments, and we expect to see significant growth in that market," Choppin said. "Our new structure as a group of companies will enable us to pursue opportunities in this arena, and at the same time continue developing unique urban infill condominium product, such as

## Shared Wisdom

### Escondido Supports Businesses with New Restaurant Guide



The City of Escondido, recently released "Taste Escondido," a full-color guide to help hungry folks navigate the city's abundant dining options. The guide was developed by Economic Development Division staff, with artistic direction from the Community Development Department's graphic designer.

"Taste Escondido" lists restaurants located throughout the city and specifically highlights restaurants in Escondido's

Historic Downtown. A map of the downtown area is included in the guide, along with listings of bistros, restaurants and cafes categorized by cuisine.

The evolution of the restaurant guide began at the California Center for the Arts, Escondido – San Diego North's premier venue for performing and visual arts events. An attentive usher at the Center was often asked by visitors, "Where should we eat?" She mentioned to Economic Development staff that it would be useful to have something to hand out to people to help them answer that important question, and "Taste Escondido" was born. Since its release to the public, the guide has been met with overwhelmingly positive feedback from the community. Requests for copies of the guide have been so plentiful that a second printing will be issued this spring in order to meet demand.

The "Taste Escondido" restaurant guide is available online at [www.escondido.org/econdev](http://www.escondido.org/econdev). For more information, contact Michelle Bromstead, Program Coordinator, at 760-839-4000 or [mbromstead@escondido.org](mailto:mbromstead@escondido.org).

our soon-to-be completed Pan American Lofts in downtown Los Angeles, on a select basis," he added.

"...This acquisition should be viewed as an evolution and extension of our basic philosophy, which is to execute, on a world-class basis, our strategy of investment and development of urban infill and mixed-use communities throughout the Western U.S.," Choppin said.

Choppin had served as managing partner of Long Beach, Calif.-based UPB since founding the company in 1999. Both the firm and Choppin have been recognized throughout the housing industry as up-and-comers for their innovative approach to urban housing solutions. Choppin was included in Real Estate Southern California magazine's annual "40 Under 40" list which noted that under his leadership, UPB has "emerged as a leader in the fields of public/private partnerships, infill high-density new construction, and adaptive re-use of existing core properties."



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## In This Issue

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## Thank You **Renewing Members**

Brea Downtown Owners Association  
Business Organization of Old Town  
CDC of National City  
Chula Vista Third Avenue Village Association  
City of Artesia  
City of Bellflower  
City of Blythe  
City of Brea  
City of Brentwood  
City of Covina RDA  
City of Dana Point  
City of Pittsburg  
City of Pleasanton  
City of Redwood City  
City of Rialto  
City of Riverbank  
City of San Bernardino Economic Dev. Agency  
City of San Diego  
City of Santa Clarita  
Downtown El Monte Business Association  
Downtown Redlands Business Association  
Downtown Solutions, Inc.  
Downtown Stockton Alliance  
Downtown Vacaville Business Improvement District

## Welcome **New Members**

Arroyo Grande Village Improvement Association  
Duckworth Consulting

El Cajon Community Development Corporation  
Gateway to LA  
Gridley BID  
Harrington Decorating Company  
Hayward Chamber of Commerce  
L.L.Consulting  
Los Altos Village Association  
Main Street Tehachapi  
McGill Martin Self, Inc.  
Merced Redevelopment Agency  
Mogavero Notestine Associates  
Morgan Hill Downtown Association  
Bryan Wenter  
Napa Downtown Association  
NBS  
Progressive Urban Management Associates, Inc.  
RRM Design Group  
Sierra Display Inc.  
Town of Apple Valley  
Yuba City Downtown Business Association/BID