

# NEWS & views

*Economic Development Division*

SUMMER 2003

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*News & Views*, published quarterly, is the newsletter of the Economic Development Division of the American Planning Association. We welcome articles, letters, suggestions and information regarding workshops and other educational opportunities for economic development professionals. Please forward your submissions by email to our Managing Editor, Zenia Kotval, AICP (address below).

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## Establishing An Effective Local Economic Development Program

by Robert Bateman

**I**t has been said many times that economic development originates at the local level, in the cities and towns across the Nation. To some extent this is true. The national economy is an aggregation of local, regional and state economies. Of course this is an oversimplification in these times of international business and worldwide economic activity. But for most businesses, entrepreneurs and workers, the localities are where it all happens. Home base is the focal point of their operations and the principal source of their infrastructure support.

Many municipalities have focused on their economic base as an important component of overall community development and well-being. Businesses, imported wealth, jobs and income are recognized as significant sources of support for other business and governmental services because of the cash flow and economic multipliers that they generate. Other cities and towns understand the value of a viable local economy but do not have the mechanism in place to enhance the opportunities for growth and expansion that they may inherently possess.

This paper may prove beneficial to both groups of communities. For those municipalities that do not have organized and established economic development programs, this compilation of information will assist them in getting a start. For those that have active programs, this outline will give them cause to evaluate what they are doing and how they are doing it; and to provide a window through which they may make improvements and adjustments in their respective programs.

This design for local economic development programming is a collection of proven techniques and methods. The focus and organization of this

**"Committing time to  
the organization of a  
local task force...  
will get you moving  
in the right direction!"**

*(continued on page 3)*

## **THOUGHTS FROM THE CHAIR**



I hope many of you had the opportunity to attend the national conference in Denver. It was a great venue and there were a lot of outstanding sessions. The Economic Development Division sponsored two very successful sessions. Thanks to all the participants and speakers for a job well done.

The highlight for us as a division is our annual business meeting. Please take time to review the budget, reports, work plan, and bylaws information in this issue. Congratulations go to this year's Student Scholarship Award winner, Mr. Karan Singh for his work, "A County and Regional Level Web Site Analysis from an Economic Development Perspective." We hope to include this award-winning document in an upcoming issue of *News & Views*.

Our Excellence in Economic Development Award went to the City of Freeport, New York for their Nautical Mile Project. Representatives from Freeport were able to join us in Denver for the formal presentation of the award. Highlights of this most successful economic and redevelopment effort will also be included in a future issue.

A budget was adopted that continues our award programs and maintains current services. After several years of spending down our surplus at the request of APA, we are targeting a balanced budget no later than FY 04/05.

Please take a few minutes to look over our annual report and proposed work plan for the coming year. The Executive Committee has set an aggressive agenda for the division. Among our goals this coming year is to not

only sponsor our two sessions at the national conference in Washington, D.C. next spring, but to sponsor a mobile workshop as well. Toward that end the Division has already submitted a number of mobile workshop ideas for APA's consideration.

Another major goal this year is the update of our bylaws. A draft is included in this newsletter. This update is important to the Economic Development Division. APA wants divisions to develop a consistent dues structure. This would enable the various divisions to work with APA to develop possible dues incentives for those who join more than one division. It is believed that such incentives can help to grow division membership and participation. It is anticipated that a division vote on the bylaws will occur in the fall along with the election of new officers.

I am establishing a nominating committee for new division officers. We will have candidates selected by the fall with statements going out to members in December preceding a vote commencing after the first of the year. In addition to those nominated by the committee, a person may be nominated by a petition of 20 division members.

Lastly, I am looking for a member in the D.C. area to volunteer to serve as a member of our Conference Program Committee for next year's conference. This is a great opportunity to get involved in your division in a very important way. While it is a lot of work, it is also very rewarding.

We welcome your comments. Send them to Editor Zenia Kotval at [kotval@msu.edu](mailto:kotval@msu.edu) or to me at [mdekk@templeterrace.com](mailto:mdekk@templeterrace.com). ■

— Mike Delk, Chair

### **CALENDAR OF UPCOMING EVENTS**

#### ***The Great Places Hike and Bike Ride 2003, Project for Public Spaces***

June 28-July 9, 2003 • Tel: (212) 620-5660

#### ***IEDC Professional Development Series: Economic Development Planning***

July 9-10, 2003 • Atlanta, GA

#### ***National Association of Counties 2003 Annual Conference***

July 11-15, 2003 • Milwaukee, WI

Contact: Patrick Cokley, (202) 942-4293

#### ***Nuts and Bolts of Brownfield Redevelopment***

July 21-25, 2003

U.S. Dept. of Housing and Urban Dev., Chicago

Tel: (312) 353-1696, x2727/Fax: (312) 353-5417

#### ***The University of Minnesota Economic Development Course***

(or Upper Midwest Econ. Dev. Course)

July 21-25, 2003 • Contact: Stephen Marder

Tel: (218) 726-7298/Email: [smander@umdced.com](mailto:smander@umdced.com)

#### ***"What If?" Planning Decision Support***

July 23, 2003

Prof. Dick Klosterman, University of IL, Champaign

Tel: (217) 333-3890/Fax: (217) 244-1717

#### ***Scenic Summit: Action for America's Communities, Countryside and Public Lands, Scenic America and EDAW, Inc.***

August 3-6, 2003 • Denver, CO

Tel: (202) 543-6200/Fax: (202) 543-9130

approach is a product of personal experiences in the management of state and municipal development offices.

Let us proceed to construct the plan and approach.

## **1) Establishing the Preconditions — Your Infrastructure for Success**

- Political support for your program is a necessary starting point. Local government officials play a significant role in the process. They set the rules of the process through the adoption of ordinances or bylaws, the appropriation of municipal funds, the establishment of tax policy, the structuring of licensing and permitting, etc. They must understand from the outset what the mission of your program is and what their role is likely to be. Endorsement of your efforts must also be garnered from business organizations. After all, their memberships will, in a large part, be the beneficiaries of the program. They will provide a voice for the program and ongoing support. In addition, local community development groups should participate with you in the establishment and operation of your program. They can be a source of "grass roots" development activities because of their access to various governmental funding channels and their intimate knowledge of the geographic area that they serve. Their understanding of your goals and objectives for the local economy is a must from the beginning.
- The interest and endorsement of the financial leaders of the community is a key ingredient to your program. Their assistance in providing much needed financial resources for development activities is an obvious precondition to launching your efforts. Without it, any undertaking is doomed to failure.
- A labor pool network should also be available at the outset. Without access to the labor market and qualified workers, businesses will find it difficult to grow their companies. Job training and job matching services must be in place as a start-up precondition. State, regional and local agencies and services should be surveyed and contacted for assistance.
- Although tax burden may be somewhat of a cosmetic issue because of its relatively minor importance in the cost structure of doing business for a majority of companies (generally being dwarfed by such items as the cost of facilities, labor and transportation), from a perceptual point of view it can be quite noteworthy. Therefore, a competitive tax structure should be in place as a precondition for your undertaking. Showing your existing companies and any prospects for location in your city or town that the taxes that are paid by businesses are fair and reasonable on a competitive basis, is an important ingredient for starting an effective program.

## **2) Creating a Point of Contact within the Community and a Market Presence**

- You must establish a base of operation within your municipality. You need an office, an address, telephone number, WEB address, etc. You must be in a position to greet and meet local businessmen and prospects that you may stir up. You must have the capability to communicate efficiently and in a timely manner. The physical location of your base of operation could be in any one of several places. Each community must decide what the approach will be for their perceived needs and objectives. Many communities decide that economic development operations are best accomplished from the city or town hall. Other municipalities prefer to operate their programs out of the chamber of commerce office or through a non-profit development corporation. Your community will have to make this decision after weighing and addressing all of the local factors. A dialogue among the stakeholders, i.e., local elected officials, business leaders, community development groups and other parties of interest is necessary to make this determination. Establishing a consensus on this matter is of the utmost importance for obvious reasons.
- Connecting with the regional and state network of economic development offices, and with statewide business and industry organizations, is the next critical step for your community. Many states have business development offices with regional locations that provide municipalities with assistance and advice. These offices also offer information and technical assistance to existing and newly formed businesses. Very often leads for relocating businesses and start-up companies can be secured through these state offices. Other sources of information and leads for your city or town may be the business and industry organizations that have statewide membership bases. What better place to do prospecting for new business locatees than among the business decision makers?
- In this age of electronic technology, a presence on the Internet is a must. Establishing a Web address with email capabilities will allow your community to communicate its message and to be instantly available to existing firms and any interested parties. Responsive communication with businesses will establish your interest in them and your credibility. So "net" your municipality a site and be competitive with other business "recruiters."
- Reach out and undertake systematic employer visits. Usually a team approach is the best. Carefully select a team membership that includes persons from the public and private sectors. The mayor or a selectman, head of the chamber of commerce, a business leader or spokesman, a representative from the local or regional labor pool

*(continued next page)*

network, and perhaps a staffer from the state business development office. The team should be small but representative and of interest to the business type to be visited. The mission of these visits is to introduce your economic development program to the employer and to solicit from them what their needs are and what type of help they may require to grow their operation in your municipality. Keep the visits short and to the point. People that run businesses, especially those that have a number of employees, have a lot on their daily agendas and are inherently busy!

### 3) Retention vs. Recruitment — Assessing Your Community's Opportunities

- Many economic development practitioners believe that retention of existing firms is most important. A bird-in-hand you know! Building upon your existing economic base makes great sense. In those municipalities that are extensively developed, retention activities are likely to be the only game in town. But bringing new businesses into your community will prove beneficial in the longer term by presumably adding jobs and generating new real estate tax collections. As a first step, a profile of your municipality's economic base must be created. What type and size companies make up the local economy? Are they local businesses or are they national or international businesses? Is their sales volume growing or contracting? Will they require future land and/or buildings for expansion? Are they manufacturers (exporters of goods and products) or service providers? Answers to these and similar questions can help you to decide what the emphasis of your program might or should be. To help with this profiling, some communities seek help from outside sources, e.g., a regional or state planning agency, a private consultant, etc. The availability and the quantity of development resources, particularly land and buildings, will bear on your focus. Other factors that would have an influence on the emphasis of your development program would be any

"Brownfield sites" and potential "economic conversions" existing in your city or town. Very often, these situations offer redevelopment opportunities for your locality and prospective sites for businesses.

- Once you understand what are the components of the local economic network, then the next link in the chain is assessing the opportunities that you have for growth and expansion. As mentioned above, the list may be limited. However, on the other hand, there could be an abundance of possibilities to stimulate new economic activity from both within and from sources beyond, i.e., new recruits. Conducting a thorough assessment of your locality's opportunities and establishing a compilation of them, whether they be to retain the businesses that your city or town has, or to undertake the recruitment of new companies, will determine the balance that is desirable between retention programming and activities directed toward recruitment. Again in this phase of work it may be helpful for your municipalities to seek out professional advice.
- Whatever the blend of emphasis in your services between retention and recruitment activities, the key is to seek out the customers, whether they be local firms desiring to do expansions or out-of-town firms interested in a new site of operation. Outreach and networking are essential at this program level. This is where your visits to local employers and communication with regional and state development offices and statewide business organizations (let's call it the "leads" network) could pay big dividends. Generating leads and prospects for your program will probably be your biggest challenge. The competition among cities and towns, regions and states for new businesses is fierce. It can be likened to the interaction that you see when you watch a heavyweight championship prize fight! You must be aggressive to stay in the ring. On the other side of the equation, businessmen, by their nature, will try to leverage the best deal that they possibly can for their firms. Economic development re-



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cruiters will pull out all of the stops to capture their investment and the beneficial spin-offs such as attractive new plants, jobs, income, new real estate taxes and the related economic multipliers. Your community's ability to prospect and identify leads will determine the bottom line success of your efforts and program. So it is very important that you establish and maintain a presence and high visibility with the "leads" network and your local customers.

#### 4) Developing a Database of Available Facilities and Sites

- When your city or town opens its doors to businesses, it must be fully prepared to respond to requests for information and support. One of your primary offerings ought to be an inventory of available facilities and sites that are zoned properly to accommodate business activity. This inventory can be gathered by working with local realtors and property owners. Formulating a data sheet for each available property and compiling these data sheets into an easily accessible and usable base will provide your community with the ability to be responsive to requests from businesses. Property data sheets should contain fundamental information about each building or land plot. Such information as location, size, number of floors, utility services, truck access, asking price per square foot of building space or acre of land, realtor or property owners name and telephone or email address, etc. Photographs of each property and a geographic locator map would also be desirable. Managers and entrepreneurs seeking to find a facility or site for expansion or relocation will be pleased to see that your city or town has this database in place for their immediate use. This tool, in addition, will put your municipality in a competitive posture to capture expansion activity that may add new firms to your home base.

- Other facilities and sites that might provide development opportunities for your city or town and for newly formed or expanding firms are "Brownfield sites" or locations that might be prime for "economic conversion". Brownfield sites are sites that are considered to be environmentally contaminated. Their "clean-up", possibly with the support of state or federal governmental funding, could provide new homes for local businesses. These plots can be very often identified by consulting with your local board of health, the state environmental protection agency or the regional planning council. "Economic conversions" are locations in the community where an upgrading of an existing underutilized building or site or the reuse of land would generate fresh economic activity and new investment.

A survey of sites of different sorts within your municipality will likely yield some suitable targets for conversions. These locations could be existing commercial buildings with low levels of occupancy, abandoned public buildings or land, former state governmental facilities, old hospital buildings, antiquated industrial plants and the like. To many firms these circumstances provide them with a desirable location and/or a low cost investment opportunity.

By including "Brownfields" and "conversions" in your database of available sites your municipality is broadening its ability to attract new business investment and the beneficial community spin-offs previously enumerated.

#### 5) Services, Technical Assistance and Support for Companies

- Providing information to businessmen about the various sources of financing, private and governmental, is a service that your municipality should offer. A survey of

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banking institutions serving your area and of state and federal financing agencies can be conducted with relative ease. A visit or a telephone call will usually yield the information that your community will need to assist firms in locating financing for their respective ventures. Most banks and government agencies will gladly provide you with the details of what type of help they offer to existing and new companies. Using your municipality as a marketing mechanism is a desirable tool from their perspective. This catalogue of data will prove useful to your city or town and to the businesses seeking financial support for their activities.

- Another beneficial service that your community can deliver to firms is assisting them through the state and local licensing and permitting processes. In this day and age of government regulation, this can prove to be a very valuable service. Pointing managers in the right direction and helping them to acquire the appropriate and necessary licenses and permits for their operations is paramount. This task is not easily accomplished! Culling out the numerous requirements of government today can become a tedious and time-consuming task. In one city recently surveyed, there were 72 local licenses and permits directed at conducting various business operations. Add to this list any additional state regulatory requirements and you

quickly get the picture. Engaging a consultant to help your city or town compile this inventory is probably advisable. Offering assistance to firms in this arena could make or break a deal. Some communities have employed a "permit manager" to track and coordinate local permitting.

- The compilation of a compendium of existing federal, state, regional and other local programs and technical assistance that might serve the needs of business is helpful and useful to managers. Principal sources of this type of information are very often the state business development office, the regional planning office and the local chamber of commerce. Most agencies have printed materials that describe their offerings and are eager to circulate these pieces. Developing a working relationship with these business assistance providers will serve your program and local firms and prospects well. Referrals from your economic development office to these other agencies will provide recognition of your business support efforts.
- As mentioned at the outset of this paper, taxation issues on many occasions become the focus of businesses. Having information available on your municipality's taxation programs, its assessment practices, local tax policies, the abatement processes and state and regional comparative data will give your program the ability to respond to

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related questions. Many times an understanding by business of how taxes are assessed and the fact that there is equity in the taxation process will mitigate many of their complaints and general concerns. Showing businesses that they are getting value for their tax dollars paid could give your community a perceived competitive advantage.

- Linking your program to the worker training and labor network in your region will give your municipality the ability to assist businesses to secure qualified and quality employees. Federal and/or state funded training and job matching agencies are commonplace. Their services are geared to deliver supportive activities to firms. Working with them to establish a presence in your municipality is an important component. One of the major challenges that managers face is to develop and maintain a productive workforce. So seek out the private industry council or the regional employment board and let them know that your city or town is plugged into the economic development matrix. Also, let your local companies and prospects know that you have the capacity to connect them with the training and job matching system in your region.
- Once your program is up and running, it may be advisable for your municipality to create a mechanism to bring government and business leaders together on a systematic basis to deal with matters of common interest and concern. An economic development committee and/or a set of working task forces can prove invaluable to both parties because they would provide opportunities for discussion and action on a variety of matters that directly bear upon the local economy, future investment and job retention or creation. Substantive agenda items are the key to making this type of a process meaningful and successful. Work directed at such things as dealing with labor shortages, analyzing the impact of taxation policy, evaluating environmental laws and regulations and their impact on businesses, discussing and resolving utility services bottlenecks, etc. will provide important assistance to firms and will lend generously to the achievements of your program.

## 6) Bringing the Components of Your Program Together

As you can readily see, there is nothing magical about establishing a local economic development program. All of the components for creating and sustaining a successful effort are known. What is required is coordination, cooperation, communication and hard work on the part of your community's leaders. The benefits of your work can be very rewarding for your community. Retained businesses and jobs, new investment, increased business activity, additional employment opportunities for your resi-

## EDD Seeks Conference Program Committee Volunteer

The Economic Development Division is looking for one or more Washington-area members to volunteer to join the division's Conference Program Committee and assist in preparations for next year's national APA conference in Washington D.C. Please contact EDD Chair Michael Delk, AICP at [mdelk@templeterrace.com](mailto:mdelk@templeterrace.com) if you would like to get involved.

dents, more real estate taxes, a higher level of municipal services and greater cash flow and income are within reach.

This paper contains the recipe to get you started, or to fine-tune your present program. It is by no means intended to be all encompassing. Many other strategies can be employed to retain firms and to attract others to your community. However, this compilation gives your city or town a plan and approach to work with. It just might be that local economies are the engines that fuel, in a cumulative way, the national economy. Economic development programming surely can give your municipality a boost. So why not get started on establishing a program or enhancing your present approach and offering it to businesses?

Committing time to the organization of a local task force; and perhaps dedicating some funding for the recruitment of professional assistance and/or for consulting services to assist your initiative will get you moving in the right direction! ■

## About The Author

*Robert Bateman served as the Commissioner of the Department of Community Affairs and as Assistant Secretary of the Executive Office of Communities and Development of the Commonwealth of Massachusetts from 1976 through 1979. He was the Executive Director of the Office of Economic and Industrial Development of the City of Holyoke, Massachusetts, and the Holyoke Economic Development and Industrial Corporation for the 20-year period ending in 2000. Mr. Bateman was the President of the Massachusetts Economic Development Council (MEDC) in 1985-1986, and of the Northeastern Economic Developers' Association (NEDA) in 1993. He was recognized in the Who's Who of Government Officials in 1976, 1977, 1978 and 1979. In 1998, he was honored as the Member of the Year by both the MEDC and the NEDA. His formal training is in economics and urban and regional development.*

## **APA Economic Development Division Annual Business Meeting Minutes – March 31, 2003, Denver, CO**

The Executive Committee of the Economic Development Division of the American Planning Association met for the Annual meeting on Monday, March 31, 2003 in Denver, Colorado. The meeting was convened by Division Chair Michael Delk, AICP, at approximately 5:35 p.m.

Those Executive Committee members present included Michael Delk, AICP, Chair, Terry Holzheimer, Chair-elect, Dr. Rhonda Phillips, Secretary-Treasurer; Zenia Kotval, Newsletter Editor, and Carson Bise, Conference Program Committee Chair.

Excellence in Economic Development Award winner Freeport, New York was represented by Lou DiGrazia, Superintendent of Public Works, Nora Sudars, Waterfront Grants Coordinator, Ellen Kelly, Director of Community Development, Robert Fisenne, P.E., Village Engineer.

Others in attendance were Lee Sammons, Jeff Mills, Scott Welmaker, Peter Lowitt, immediate Past-chair, Janell Flaig, Jim Post, Mark Lundgren, Joshalyn Hundley, Don Hunter, and Becky Winders, Past-chair, and Susan Turner, APA staff.

The first item on the agenda was to present the annual Student Scholarship Award, in absentia, to Mr. Karan Singh of Michigan State University. His paper on technology-based economic development was selected from the applicants as the winning entry. Rhonda Phillips reported that a check from the Division in the amount of \$1000 had been sent to him; Michael Delk indicated that the plaque had already been mailed to him as well. Zenia Kotval inquired about the nature of the other applicants and asked if their submissions may be suitable for publication in *News & Views*.

Following the discussion of the Student Scholarship Award, the annual Excellence in Economic Development Award was presented to a team of the staff of the City of Freeport, New York. A short presentation about Freeport was given, describing the impetus for the project. Using infrastructure as investment, the City corrected storm and

tidal surge flooding issues for the waterfront downtown district, spurring beneficial community redevelopment. Michael Delk and Lee Sammons presented the award of a \$1,000 bank draft and a plaque. Pictures were taken for printing in *News & Views*. Zenia Kotval asked that the staff send a summary written description for inclusion in the newsletter.

Rhonda Phillips then presented the treasurer's report, providing a FY 2002 summary, an income and expense report and a proposed FY 2003/04 budget. She explained that the surplus from previous years would be spent down and encouraged a balanced budget each year that does not rely on "carry forward" monies from the surplus.

Committee reports followed, with the Executive Committee reporting on meetings and discussions with APA. The issue of uniform revenue dues was discussed, as well as setting appropriate dues structure. A working draft of the bylaws of the Division were then given out and discussion ensued about various components of the document. Chair-elect Terry Holzheimer recommended that the executive committee be kept small in number,

suggesting that five is sufficient. Michael Delk responded to say that Article 4 should be amended to "other committee members as necessary." Terry then pointed out that Article 7 in the document was copied directly from APA's guidelines. Becky Winders asked if the language in this section could be changed to "regular" website and listserv management, rather than "monthly" in the draft. Peter Lowitt made a motion to forward the bylaws draft document to APA staff and solicit their review and approval. Terry Holzheimer seconded the motion which was approved. Michael Delk asked if Terry Holzheimer would chair a nominations committee for the fall; both asked for participation from the members present and Jannell Flaig agreed to do so. Michael Delk then asked Becky Winders to accept and officially count the ballots for the



*Economic Development Division Executive Committee members and others get down to business at the annual meeting in Denver on March 31, 2003.*

election. Lee Sammons asked if there is a way, perhaps through the newsletter or website, to let members know they can participate in this and other Division opportunities. He also pointed out that this could be used to help solicit applicants for the Excellence in Economic Development Award each year as well. News from the conference committee included that the Division will have its two sessions by right, and can propose more if desired. Peter Lowitt, Terry Holzheimer, and Michael Delk expressed their desires to have the Division sponsor mobile workshops at next year's conference in Washington, D.C.

Michael Delk thanked Zenia Kotval for the great job on the newsletter and Zenia responded that she will serve as editor for another year. Zenia then asked for help in getting stories for *News & Views*. Zenia and Michael then thanked Jeff Mills for his work in securing advertising for *News & Views*. Jeff responded that the latest edition had been mailed before the conference and there were seven advertisements in this issue. A rate sheet was included in the issue and he expects more advertising to be generated from this mailing.

A discussion of the website and potential email listserve followed, with several suggestions emerging. The first was to improve use of the emailings to encourage participation and dialogue among members. Second, the APA apparently is setting up websites and the Division may be eligible for this service.

A discussion of the proposed Work Plan for the year came next. To encourage growth in membership, Terry Holzheimer suggested a booth or display at the IEDC Conference. Peter Lowitt asked if an annual review of legislation would help state and substate chapters as a way to gain members. Suggestions were made to improve the annual business meeting as a way to invite members in to explore how they could participate. Susan Turner



*Division chair Michael Delk (far left) and Lee Sammons, EDD Excellence in Economic Development Award Chair (far right) present the Excellence in Economic Development Award during the annual business meeting to the City of Freeport, NY. Representing the City were Robert Fisenne, P.E., Village Engineer; Nora Sudars, Waterfront Grants coordinator; Louis DiGrazia, Superintendent of Public Works; and Ellen Kelly, Director of Community Development.*

suggested that getting our Division members to present at state chapter meetings would be one way to gain members.

Michael Delk made a motion to approve the proposed budget. It was seconded by Becky Winders.

Other business included a suggestion by Peter Lowitt to find a sponsor for a booth at the D.C. conference for the Division, as well as the IEDC conference.

The meeting was then adjourned at 7:25 p.m. ■

Respectfully submitted,  
Dr. Rhonda Phillips, Secretary-Treasurer

## APA Economic Development Division – *Annual Report FY 2002/03*

### Mission Statement

The mission of the Division is to advance the practice and state of the art of economic development planning by:

- Increasing the understanding of economic development as a key element of public policy formulation at all levels of government;
- Promoting economic development as a critical element of neighborhood, community, regional, and national planning processes;
- Disseminating materials and information about current economic development practice and theory to members of the Division;

- Assisting APA in positively influencing economic development policy; and
- Promoting professional communication among members of the Division through a variety of member services, including, but not limited to newsletters, web page, conferences, workshops, and other publications.

### Annual Work Plan/Goals

- The Executive Committee agreed to establish a Bylaws review committee to review and recommend changes to the Bylaws.

*(continued next page)*

### **Communications**

- *News & Views* — The division completed transition of publication responsibilities from staff at the University of Maryland to Zenia Kotval, as new Editor, and J.M. Communications as Publisher. In addition, the Division implemented advertising sales to offset expenses of production. Just over \$2,100 in advertising revenue has been collected since the transition in June of 2002.
- Website — The Division transitioned to a new web master in the fall of 2002. University of Florida graduate student Sarah Owen commenced maintenance responsibility for both the website and the list serve function. Substantial improvements in removing dated material and ensuring timely posting of Division matters has been made.
- List Serve — See above comments.
- Member Surveys — The Division continues to receive a modest number of member surveys. Survey forms have been available in *News & Views* but not available for download from the website.

### **Conference Sessions**

- Two “by right” Sessions — The division sponsored two National Conference sessions: 1) Beyond Design: Dollars and Cents of Alternative Development Patterns; and 2) Technology-Led Economic Development
- Mobile Workshop Sessions — No mobile workshops were proposed by the Division for the Denver conference.

### **Annual Business Meeting**

- An annual business meeting was held in Chicago and attended by nine (9) persons. A budget was adopted, committee appointment were made. An Excellence in Economic Development Award and Student Scholarship Award were presented.

### **Outreach Activities**

- Student Scholarship Award — A Student Scholarship Award in the amount of \$1,000 was awarded.
- Excellence in Economic Development Award — An Excellence Award in the amount of \$1,000 was awarded.

### **Membership**

- Membership has remained steady between 900 and 950 but down from historical highs slightly over 1,000.

### **Elections**

- FY 2002/03 was not an election year for the Division.

### **Financial Reporting**

- Most Recent Fiscal Year — See box below.
- Last Quarter — See box on page 11.

### **Bylaws Review**

- A biennial review has been undertaken and specific

## **Economic Development Division FY02 Summary (10/1/01 - 9/30/02)**

### **Income**

Dues	\$12,568.60
Advertising Revenue	\$600.00

### **Total Income**

**\$13,168.60**

### **Expenses**

Newsletter	\$9,398.08
Programs: EDD Award	\$1,000.00
Programs: Student Scholarship	\$1,000.00
Internet: Hosting	\$17.90
Internet: Developer	—
Conferences & Meetings: Travel	\$735.28
Administration: Other Expenses	\$53.11
Donation to NY Chapter	\$250.00

### **Total Expenses**

**\$12,454.37**

### **Surplus/Deficit**

**\$714.23**

Carry forward: Fall 2002 newsletter expenses of \$3,680.82; \$17.90 for Internet hosting charges; and \$100 for Internet Web Master services.

proposed changes are to be determined at the Denver Conference. It is anticipated a vote of the membership shall occur Summer/Fall of 2003.

### **Divisions Council Participation**

- Both the Chair and Chair-elect attended the Fall Leadership Conference in Providence, RI. Past-Chair Peter Lowitt serves as Secretary Treasurer to the Division's Council and also attended Fall Leadership Conference.

### **Coordination with National APA, Divisions Council**

- APA use of *News & Views* Template — The Division made the *News & Views* template available to APA staff in Chicago for use as a model for other Divisions.
- The Division Chair participated on the Divisions Council Award Committee.

### **Annual Report**

- This Annual Report, as may be amended from time to time, shall be made available to the Division membership via listserve and website posting, and shall be provided to the Divisions Council and APA Board of Directors. ■

Respectfully Submitted,  
Michael Delk, AICP, Chair

## Economic Development Division FY02-03 Budget

Income	Budgeted Amount	Actual (1st & 2nd Quarters)
Dues	\$13,000.00	\$5,398.60
Advertising Revenue	1,500.00	2,140.00
<b>Total Income</b>	<b>\$14,500.00</b>	<b>\$7,538.60</b>
<b>Expenses</b>		
Newsletter	\$12,800.00	\$6,865.84
Programs: EDD Award	1,000.00	1,000.00
Programs: Student Scholarship	1,000.00	1,000.00
Internet: Hosting		17.90
Internet: Developer	400.00	100.00
Conferences & Meetings: Regist. Fees	750.00	677.00
Conferences & Meetings: Travel	1,300.00	
Conferences & Meetings: Refreshments	400.00	
Administration: Telephone & Fax	70.00	60.40
Administration: Other Expenses	70.00	53.11
<b>Total Expenses</b>	<b>\$17,790.00</b>	<b>\$9,774.25</b>
<b>Surplus/Deficit</b>		<b>(-\$3,290.00)</b>

Issues: Our newsletter expenses average \$3,200 per issue. In the past, less was budgeted. Also, the awards were alternating years. Internet hosting is now provided at no cost via the University of Florida; however, we had a carry forward charge from last fiscal year. For the deficit, we anticipate that the current carry forward balance will be used to cover this. However, for future budgets, we need to budget within our projected revenues, as most of the carry forward monies will be depleted.

## APA Economic Development Division *Proposed FY 2003/04 Work Program*

### Mission Statement

The mission of the Division is to advance the practice and state of the art of economic development planning by:

- Increasing the understanding of economic development as a key element of public policy formulation at all levels of government;
- Promoting economic development as a critical element of neighborhood, community, regional, and national planning processes;
- Disseminating materials and information about current economic development practice and theory to members of the Division;
- Assisting APA in positively influencing economic development policy; and
- Promoting professional communication among members of the Division through a variety of member services, including, but not limited to newsletters, web page, conference sessions, workshops, and other publications.

### Annual Work Plan/Goals

- Continue to improve on timeliness and quality of communication with members as it relates to list serve and website use.
- Work with Editor to evaluate *News & Views* format/length/style.
- Increase membership by five percent.
- Refine/standardize list serve format.
- Develop Division Leadership Policy Guide.
- Stabilize/Balance Division Revenues and Expenses by FY 2005/06.
- Provide EDD articles for Chapter newsletter use with "Reprinted with Permission" for Division acknowledgment.

### Communications

- *News & Views* — Continue to publish four issues of *News & Views* of approximately 16 pages in length. Pursue increases in advertising revenue to offset costs of pro-  
*(continued next page)*

duction. Evaluate use of Acrobat format as option for distribution.

- Website — Ensure monthly website maintenance. This objective may be met by ensuring that matters of a time-sensitive nature not go beyond 30 days out of date. However, posting of back issues of *News & Views* will not be considered out of date if not more than two quarters old.
- List Serve — Increase regularity of list serve communication to members (six times per year minimum). Develop/refine list serve format to ensure maximum division name recognition to membership.
- Member Surveys — continue to include member survey forms in *News & Views*. Make available for download on website. Advise membership of survey options in list serve with link.

### **Conference Sessions**

- Establish a Conference Program Committee. Include at least one member from current year committee on new committee, pursue a member from the host city, and include one or more additional Division members as appropriate.
- Two "by right" Sessions — Continue to sponsor minimum two sessions for national conference participation. As a Division objective, coordinate at least one of the two sessions with another member division.
- Workshop Sessions — In addition to sponsoring two "by-right" sessions, the Division shall develop and propose a mobile workshop highlighting a notable example of achievement in an economic development effort in the national conference host city.

### **Annual Business Meeting**

- Promote the Annual Business Meeting to the membership by publication in *News & Views*, list serve notification, and website posting.

### **Outreach Activities**

- Student Scholarship Award — Continue to fund a \$1,000 student scholarship award and plaque.
- Excellence in Economic Development Award — Continue to fund \$1,000 Excellence in Economic Development Award and plaque.

### **Membership**

- Encourage members to promote membership in the Division. Set goal of a minimum of five percent increase in Division membership.

### **Elections**

- Establish a nominating committee for fall Division Leadership Elections. Fund self addressed postage paid election ballots of membership. Coordinate election requirements consistent with Bylaws procedures.

### **Financial Reporting**

- Most Recent Fiscal Year — Provide financial report to membership by including in *News & Views* and by website posting.
- Last Quarter — Provide financial report to membership by including in *News & Views* and by website posting.
- Continue to develop a plan for achieving a balanced budget within two fiscal years.

### **Bylaws Review**

- Biennial review required and/or updated as needed. A bi-annual review should be culminated at the 2003 Business Meeting in Denver. Proposed changes shall be forwarded to APA for review prior to scheduling a vote of the membership. Prior to a vote of the membership, proposed Bylaws changes shall be printed in *News & Views* and posted on the Division website. Membership shall be notified by list serve of proposed Bylaws changes and linked to Division website.

### **Divisions Council Participation**

- Division leadership, including the Chair, and Chair-elect, shall make every attempt to participate in activities of the Divisions Council as may occur from time to time.

### **Coordination with National APA, Divisions Council**

- Division leadership, including the Chair, and Chair-elect, shall make every attempt to participate in the APA fall leadership conference and/or other activities as may occur from time to time.
- In the event that the Chair and/or Chair elect shall be unable to attend any leadership activity sponsored by APA, the Divisions Council, or any other APA related activity, other members of the Executive Committee shall be given the first opportunity to represent the Division as proxy at any such meeting.

### **Annual Report**

- An Annual Report shall be prepared based upon this work program and shall be distributed to the membership by the Chair prior to the 2004 Division business meeting. The Annual Report shall be made available to the membership via list serve and website posting, and shall be provided to the Divisions Council and APA Board of Directors.

*Adopted by the Executive Committee at the Annual Business Meeting held on March 31, 2003, Denver, CO.*

*Michael Delk, AICP, Chair; Terry Holzheimer, Chair-elect; Rhonda Phillips, Secretary-Treasurer; Zenia Kotval, News & Views Editor; Carson Bise, Conference Program Committee Chair.* ■

## APA Economic Development Division – *Proposed Bylaws Revisions*

### Article 1.0 — General

#### 1.1 Name

The name of the division is the Economic Development Division (“Division” EDD) of the American Planning Association.

#### 1.2 Purpose

The purpose of the Division is to advance the practice and state of the art of economic development planning by:

- A. Increasing the understanding of economic development as a key element of public policy formulation at all levels of government;
- B. Promoting economic development as a critical element of neighborhood, community, regional, and national planning process;
- C. Disseminating materials and information about current economic development practice and theory to members of the Division;
- D. Assisting the American Planning Association (APA) in positively influencing economic development policy;

- E. Facilitating a liaison with other divisions, chapters, and institutes within APA and with other professional associations contributing to economic development processes; and
- F. Promoting professional communication among members of the Division through a variety of member services, including but not limited to newsletters, conference sessions, workshops and other publications.

#### 1.3 Procedures

Parliamentary procedure shall be governed by Robert’s Rules of Order.

### Article 2.0 — Membership

#### 2.1 Eligibility

Those interested in the Division may join upon payment of dues. Membership is open to individuals, agencies, firms, and institutions with special interests in economic development. Those Division members who are not members of APA shall be known as Division Affiliates. The Board

(continued next page)

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may assess an additional service fee to be charged to Affiliates.

### **2.2 Termination**

Membership will be terminated upon failure to pay division dues.

## **Article 3.0 — Officers**

### **3.1 Election**

The officers of the Division shall be a Chairperson, Chairperson-elect, and a Secretary-Treasurer. The terms of offices shall be for two years. Elections will be held at such time as to facilitate the commencement of new terms for officers seating of new officers at the APA National Planning Conference. Division Affiliates will not be eligible to hold elected office.

### **3.2 Chairperson**

The Chairperson shall preside at all Division meetings, prepare an annual program and budget for approval by the Executive Committee, establish and appoint committees and a newsletter editor, oversee such Division activities as policy, finance, publications, research, public relations, and contacts with related organizations, serve on the Divisions Council of APA, and make other delegations and decisions as necessary to carry out the mission of the Division. The Chairperson is further responsible for complying with requirements of the APA Corporate Bylaws.

### **3.3 Chairperson-Elect**

The Chairperson-Elect assists the Chairperson, coordinates committee activities and serves as policy committee chair. In the absence or resignation of the Chairperson, the Chairperson-elect assumes those duties. Upon completion of the term of office, the Chairperson-Elect becomes the Chairperson.

### **3.4 Secretary-Treasurer**

The Secretary-Treasurer shall maintain a Division membership list, prepare minutes of the Executive Committee meetings, submit proposed Bylaws to the membership, receive and disburse Division funds, maintain complete financial records which can be audited, prepare an annual budget and financial statement, and assure that all required reports and filings are made in a timely fashion to APA.

### **3.5 Succession**

The Chairperson-Elect succeeds the Chairperson. If vacancies occur, all other positions are filled by the Executive Committee.

### **3.6 Nominations**

A Nominating Committee consisting of three or more Division members shall be appointed by the Chairperson. The Chairperson may not serve on the Nominating Committee. At least one person shall be nominated for each office. Additional candidates may be nominated by petition signed by at least ten percent (10%) of Division membership or twenty (20) members, whichever is less. Members of the Nominating Committee shall not be eligible candidates for office. Elections shall be conducted by the Nominating Committee on the following schedule: Nominations by November 1; Division membership notified by December 1; Ballots, including petition candidates, mailed by February 15; Ballots received by the Nominating Committee by March 15 and tallied by March 31. All voting shall be by mail ballot. Election results are based on a plurality of the valid ballots received.

## **Article 4.0 — Committees**

### **4.1 Executive Committee**

**4.11 Composition** — The Executive Committee shall consist of a Chairperson, a Chairperson-Elect, a Secretary-Treasurer, a Newsletter Editorial Advisor, a National Conference Program Chairperson, and immediate past-Chair any other Division Officials as determined by the Executive Committee.

**4.12 Duties** — The Executive Committee shall manage the affairs of the Division, adopt an annual program and budget, and authorize expenditures consistent with the budget.

**4.13 Meetings** — Meetings of the Executive Committee shall be called by the Chairperson or by a majority of the committee members. A majority of the Executive Committee shall constitute a quorum. Meetings may be held in person or via other communications media.

### **4.2 Other Committees**

**4.21 Policy Committee** — A Policy Committee may shall be appointed by the Chair to advise the Executive Committee on policy positions, development responses to policy matters, and assist the APA on legislative and policy efforts. The Chairperson-Elect shall serve as Chairperson of the Policy Committee.

**4.22 Program Committee** — The Chair may shall appoint a Program Committee to advise the Executive Committee about various Division programs including, but not limited to, National

Conference sessions, workshops, and meetings in conjunction with other divisions or chapters.

#### Article 5.0 — Member Services

The Chairperson shall prepare and present an annual work program of membership services for review and adoption by the Executive Committee. The programming of member's services may include but shall not be limited to the following: Division business meeting, newsletter, conference programs, workshops, technical sessions, list serve notifications, and coordinating the Division's program with other units of APA.

#### Article 6.0 — Finance

##### 6.1 Dues

Dues are \$15.00 per year for APA members, \$25.00 Per Year for non-members. shall be established by tThe Executive Committee, and must be adopted by a majority of the Executive Committee with approval, shall determine the amount. Dues are collected by National APA.

##### 6.2 Budget

The Chair shall prepare or cause to be prepared an annual budget, the term of which shall coincide with the APA budgetary year of October 1 through September 30. A proposed budget shall be prepared for review and approval by the Executive Committee at the annual business meeting held at the preceding National APA conference.

##### 6.3 Reporting

The Chair shall prepare or cause to be prepared a financial report for the most recent fiscal year and first two quarters of the current fiscal year to be presented to the Executive Committee at the annual business meeting. Depending upon the timing of the National APA conference and business meeting, the financial statement for the first two quarter report to the Executive Committee may contain estimates. This information shall be in a form and content necessary for submittal to the Divisions Council in a manner consistent with the "Division Performance Review Process." The report shall include the identification of all sources of income as well as expenditures. A copy of this report will be made available to the Divisions Staff Liaison and the Division membership.

##### 6.4 Other Revenues

Subject to approval by the Executive Committee and by National APA, the Division may accept contributions, donations, and grants. The Executive Committee may

establish fees for publications and services to be offered to non-members, or for special services to members.

#### 6.5 Contracts

Divisions may not enter into agreements for contracts with organizations outside of APA without prior knowledge of, and review by, National APA.

#### 6.6 Staff

Retention of Staff shall not occur without approval of the Executive Director of the American Planning Association.

#### Article 7.0 — Publications

##### 7.1 Newsletter

A newsletter or comparable publication shall be distributed to members of the Division at regular intervals. National APA will assist with printing and mailing all Divisions publications.

##### 7.2 Identification

Division publications shall be identified with their full name as "a Division of the American Planning Association" and with uniform logotype of the Association.

##### 7.3 Filing with the National APA

At least one copy of each publication or report shall be filed with National APA.

#### Article 8.0 — Policy

No member shall represent the Division or APA on matters of policy without first obtaining the approval of the Executive Committee and National APA.

#### Article 9.0 — Amendments

Bylaws may be amended by a plurality of valid ballots received. Mail ballots shall be used. The Secretary submits to the membership all proposed amendments, as recommended by the Executive Committee, or by a petition signed by at least ten Division members. A copy of the proposed Bylaws or amendments shall be filed with National APA for review, before publication or adoption. Adopted Bylaws shall also be filed with National APA. ■■■

**Welcome to Our New Members...**

Ms. Michele D. Alexander	East Orange, NJ	Timothy P. Hershner	Cincinnati, OH	Ms. Judy Park	Los Angeles, CA
Heidi Arnold, AICP	Cincinnati, OH	Valerie M. Hibell	Brooksville, FL	Olivia O. Parry	Madison, WI
Mr. Gregory Asay	San Francisco, CA	Mr. J. Barry Hokanson, AICP	Grayslake, IL	Mr. Alex Pearlstein	Atlanta, GA
Mr. D. Scott Baker, AICP	Orlando, FL	Linda E. Hollis, AICP	Annandale, VA	Ms. Molly Petrick	Los Alamitos, CA
Mrs. Leena Basnyet	Fords, NJ	Mr. Tykus R. Holloway	Fort Lauderdale, FL	Ms. Rhonda G. Phillips, AICP	Gainesville, FL
Mr. R. Gore Bolton	Waldorf, MD	Ms. Valerie J. Hubbard, AICP	Tallahassee, FL	Prakash Stephen Pinto	San Francisco, CA
Mr. Jonathan Brand	Los Angeles, CA	Ms. Joshalyn Hundley	Knoxville, TN	Mr. Jagadish Prakash	Hoboken, NJ
Ms. Lori Bush	Chicago, IL	Thomas G. Inbody	Lincoln, NE	Mr. James Reid	Willingboro, NJ
Ms. Marianne Calkins	Irvine, CA	Mr. Dwight Jefferson	Silver Spring, MD	Mr. Jose R. Rivas	Miami, FL
Ms. Elaine Van S. Carmichael	Mundelein, IL	Ms. Anne E. Kane	Lincolnshire, IL	Mr. Bob Rulli	Owego, NY
Mrs. Monica Chavez-Silva	Grinnell, IA	Mr. Doug Kelley	Spokane, WA	Mr. Charles A. Santo	Portland, OR
Mr. Ahmed Chehouri	Dubai, U.A Emirates	Ms. Whitney C. Kelly	Atlanta, GA	Mr. David A. Schoon, AICP	Northbrook, IL
Kenneth E. Corey, AICP	East Lansing, MI	Stephen J. Kerlin, AICP	Worcester, MA	Ms. Kathy Sekowski	Whitestone, NY
Ms. Leslie A. Creane	Milford, CT	Mr. Aron L. Kulhavy	Nacogdoches, TX	Eric D. Shaw	Miami Beach, FL
Mr. Michael D. Crisco	Lincoln, NE	Ms. Christy Lambright	Houston, TX	Mr. Michael J. Shields	Lincoln, NE
Mr. Chris Davenport	Salem, NJ	Alyssa Lee	McLean, VA	Simon M. Shim, AICP	Albuquerque, NM
Mr. Michael Dempsey	Ann Arbor, MI	Mr. Edwin A. Lee	Rego Park, NY	Mr. David S. Silverman	Chicago, IL
Natalia Domovessova	Naperville, IL	Miss Corinne Leonard	Syracuse, NY	Mr. Stefan Smith	Brooklyn, NY
Kelvin L. Ellis	East Saint Louis, IL	Mr. Keith D. Leonard	Grand Blanc, MI	Mr. Scott Jerren Spencer	Greenbelt, MD
Mr. Scott Farmer	Dothan, AL	Mr. John R. Lewis, AICP	Hampton, GA	Remi Stone	Saint Paul, MN
Mr. Chuck Fisher, AICP	Salem, OR	Mr. Walter R. Lojewski	Franklin Park, IL	Ms. Aimee R. Storm	Berkeley, CA
Ms. Janell M. Flraig, AICP	Denver, CO	Ms. Trina Martin	Wilmington, DE	Philip W. Struble	Lawrence, KS
Mr. David Fogel	Silver Spring, MD	Ms. Melissa Sue McClure	Phoenix, AZ	Mr. Michael D. Stumpf	Whitewater, WI
Mr. Rod Francis	Hanover, NH	Mr. Richard Jameson McCraw, AICP	Tallahassee, FL	Mr. Mark Sullivan, AICP	San Francisco, CA
Mr. Stephen Fulkerson	Palos Heights, IL	Richard P. McGucken	Kingwood, TX	Travis Tanner	Austin, TX
Stephen P. Gardner	Cincinnati, OH	Arnaldo Mercado	Arecibo, PR	Ms. Nicole J. Thompson	Norfolk, VA
Carol K. Garey	Jefferson City, MO	Ms. Sara C. Merriman	Philadelphia, PA	Miss Siaw-Hui Tiong	Honolulu, HI
Ms. Sandra L. Garz, AICP	Philadelphia, PA	Ms. Laila J. Michaud	Fitchburg, MA	Susan Turner	Chicago, IL
Mr. Frederick Gaudichon	Montreal, QC Canada	Miss Amber G. Miller	Marshfield, WI	Ms. Marcia Vlaun, AICP	Uncasville, CT
Mr. Paul J. Girello	Gainesville, FL	Mr. Brian J. Miller, AICP	Cheshire, CT	Mr. Bernard Rene Walker	Fremont, CA
Ms. Janine Godfriaux-levstra	Prairie Du Sac, WI	Mr. Jimmy Lee Miller	Newark, NJ	Mrs. Jennifer Whaley	Kentland, IN
Mr. William Gontram	North Wales, PA	Ms. Juanita Miller	Durham, NC	Mr. Bruce G.S. Wiggins, AICP	Kansas City, MO
Ms. Veronica Gonzalez	Champaign, IL	Mr. Vicente Mirallave	Canaria, Spain	Ms. Diane D. Williams, AICP	Joshua, TX
Mark K. Graham, AICP	Englewood, CO	Mr. Vincent M. Monks	Louisville, KY	Mr. Kory Wilmot	Chapel Hill, NC
Mr. Sandy Graham	Tampa, FL	Ms. Stephanie D. Monroe, AICP	Clinton, SC	Ms. Katie P. Wilson	Beverly Hills, CA
Ms. Carolyn Gretzinger	Milwaukee, WI	Sandra M. Moore	Saint Louis, MO	Mr. Matthew Winchenbach	Delray Beach, FL
Mrs. Vivian Guerra	Upper Marlboro, MD	Mrs. Yolanda Sosa Moran	Alice, TX	Douglas G. Woodward	Concord, NH
Mr. Luis R. Gutierrez	Chevy Chase, MD	Mr. Benjamin Murray	Oakland, CA	Mr. Jeffrey A. Wright	Milford, OH
Mr. Jonathan G. Hagan	Fort Myers, FL	Ms. Gail O Reilly	Red Bank, NJ	Mr. Robert A. Young	Salt Lake City, UT
Mr. Randall J. Hake	Niles, OH	Ms. Nancy K. Ousley	Olympia, MI	Ms. Laura Zingg	Pomona, CA
Mr. Roger B. Henderson, AICP	Cary, NC	Mr. Brian M. Palaia	Ledyard, CT		



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