NEWS & VIEWS

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Inside This Issue…

APA *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 Editor, Terry Holzheimer (address below).

Growing From Within in Boise, Idaho: Entrepreneurship and Economic Development in Emerging High-Tech Regions

by Heike Mayer, PhD

Silicon Valley might be the most prominent high-tech center in the world, but other regions — those that are typically considered second-tier — are emerging as viable high-tech locations. Regions like Boise, Idaho's capital city, or Portland, Oregon's largest metropolitan area, have emerged out of Silicon Valley's shadow and attracted leading high-tech firms. In recent years these regions even outperformed their more prominent counterparts in terms of job growth and they recovered more quickly from economic downturns. More importantly, they have managed to foster entrepreneurial startup companies working on innovative products and processes. In this article, I describe the ways in which Boise emerged as a high-technology location. Economic development practitioners are very interested in growing high-tech economies and this case study will provide them with a more realistic example of how a region managed to root a small but viable knowledge economy. The research is part of an ongoing project about the question how high-tech regions emerge (for more information, please visit: www.nvc.vt.edu/uap/research/knowledge_regions.html).

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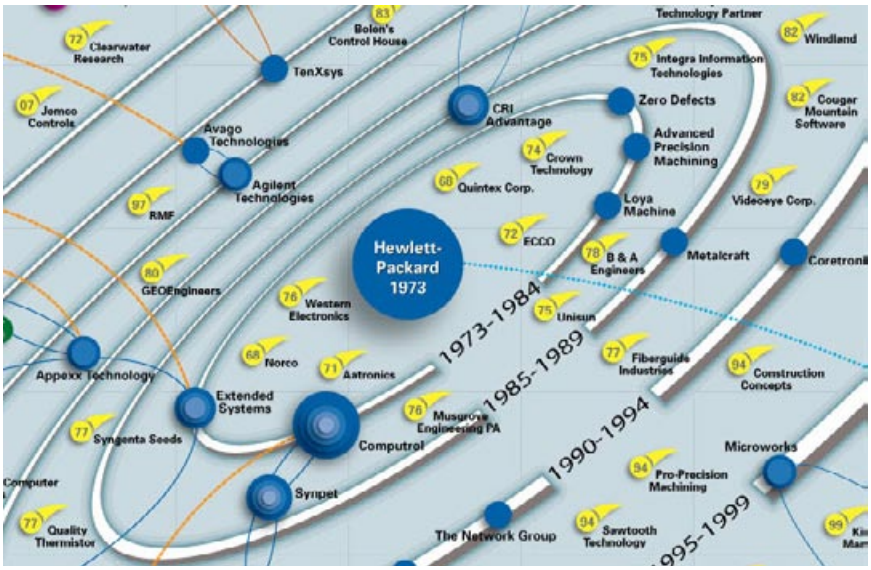

Thoughts From The Chair

The Dow is off 40 percent since its peak last year. It has dropped 20 percent since I started this column last week, and it looks like it is back up 12 percent today. The credit markets are virtually frozen, though plans are underway to thaw it out. Clearly, we are living in a volatile economic time. The impetus to this downward economic spiral was the sub-prime mortgage crises and its lax underwriting standards, debt packaged into mortgage-backed securities, securities folded into derivatives, and guarantees by under-capitalized swaps, etc. In this process, risk-adjusted value was lost.

One might say unchecked greed drove this crisis. Perhaps, but underlying this chain of events was the desire to increase homeownership in America's cities and suburbs, maybe beyond what Americans on the margin could really afford. The low or zero down payments, the variable rate mortgage with the low interest teaser, unverified income and collateral valuations, subsidized ownership programs, conversions of rental apartments into condos, the rejection of rentals in favor of ownership housing through discretionary permits may have all played a role. Was this fair to the families that took on mortgages beyond their means, the communities with concentrations of foreclosed properties, the cities that had their housing markets cut down at the knees? Did we, as planners, play a role by not concentrating enough on good housing for renters?

What is in store for cities? The housing market decline has slowed permit applications, which has led to downsizing in those cities dependent on development fees. Unemployment rates have risen in most places due to layoffs in the construction and finance sectors. Fiscal revenues from sales, transient-occupancy, and property taxes are down. Infrastructure improvements financed by these revenues and development impact fees are deferred. Concentrated foreclosures in some neighborhoods risk creating blighted conditions. This is not the first recession, but the depth and breadth of the crisis, and its volatility and uncertainty, is alarming, even for those

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In This Issue of *News & Views*

We are truly all over the map with this issue. Heike Mayer has researched technology based economic development in several cities and we present here her latest work on Boise, Idaho. Dr. Mayer is known for her fabulous illustrations of the evolution of a regional economy; however the space available in a newsletter does not do them justice so make sure that you go online for a better view. Next stop: Lombard, Illinois where Jennifer Henaghan describes how a small community used innovation to finance a highly successful new conference center. This project was a runner-up for EDD's 2008 Economic Development Award. We also have a student research highlight from Shana Johnson writing about Brian Wilkerson's work on reservation based economic development. The lessons learned about both place and culture should inform us all when we are working with any special population. Finally, I have reprinted the entire text of the Task Force on the Divisions Future, a year-long effort focused on rethinking Divisions. This report is important because it recommends some new and exciting avenues for members to participate in APA.

We are committed to providing content of value to the RTD members…To that end, we will be sending the RTD members a short survey about what they would like to see.

We have featured an article on tourism in each of the last three issues of *News & Views*, including this one. We are committed to providing content of value to the RTD members who will be joining us. To that end, we will be sending the RTD members a short survey about what they would like to see in the newsletter, on the website, in CM offerings, and at the conference. You do not need to wait to be surveyed, however, you can send me an article or a note at any time and we will respond quickly.

— Terry Holzheimer, PhD, FAICP
tholzheimer@arlingtonva.us

UPDATE YOUR APA PROFILE! Because *News & Views* is a digital-only publication, it is very important that we have access to your current email address. To be sure that your contact information is correctly reflected in your APA profile, go to www.planning.org/myprofile, enter your APA ID (from *Planning* magazine mailing label or invoice) and password (click on "create a new password" if you've forgotten it or do not have one) and verify or update your profile.

Thoughts from the Chair, cont. from p. 2

seasoned professionals who have weathered prior recessions. How long the recovery will take remains to be seen.

We'd like to hear from EDD members as to how they're addressing the situation. To this end, we will be preparing a blog for our website this fall, so that members can describe their issues and, we hope, learn from each other as we work our way through the financial crisis and its aftermath.

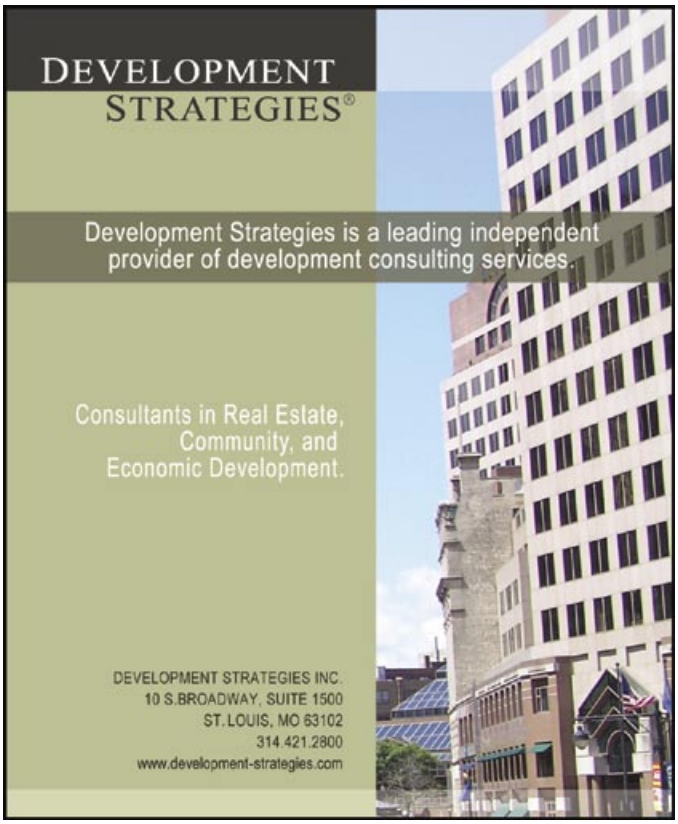
On other news, the members approved the changes to our by-laws that allow us to create special sections within the division. The first section will be Resorts and Tourism to incorporate the division and its 200+ members into the Economic Development Division; we are awaiting approval by the APA Board. We are also sponsoring the preparation of a U.S. eco-industrial park directory. Finally, we're preparing curriculum for our Economic Development all-day workshop for the national APA conference, and hope to create a curriculum packet that members can use for their local and regional conferences as well, for CM credit.

Hang in there.

— Bill Anderson, FAICP
andersonw@sandiego.gov

STATUS OF THE EDD & RTD MERGER

Progress has been made, but we are not quite there yet. The EDD has changed its bylaws to facilitate the merger and the Divisions Council voted to recommend the merger to the APA Board. This recommendation was presented to the Board at their meeting on October 19th, along with the recommendations of the Task Force on the Divisions Future. The Task Force report was voluminous (it is published elsewhere in this issue) and proved too much to consider at the Fall Leadership meeting. The APA Board voted to take it up at the February board meeting when sufficient time will be available to consider all of the implications of the recommendations. So, in the interim, RTD members will receive *News & Views* and have access to both websites. The EDD Treasurer will continue to work with RTD to ensure a smooth transition in February. When it is time to renew your membership, we hope that you will stick with the Economic Development Division as we try very hard to provide a strong focus on the issues and content most important to RTD members.



Growing From Within in Boise, Idaho, cont. from p. 1

Boise, Idaho, is part of a growing community of so-called emerging high-tech regions. These high-tech regions are typically smaller than their more prominent counterparts such as Silicon Valley or Boston's Route 128 corridor. Emerging regions like Boise or Portland, however, have managed to develop a critical mass of high-tech firms, their economies are entrepreneurial and their firms are innovative. Compared to other high-tech regions, Boise's high-tech industry is rather small. The region's 31,081 high-tech workers are employed by 1,335 firms, of which 77 percent employ less than 9 people and a mere 3.4 percent employ more than 100.[1] The industry is highly specialized in sectors such as semiconductors, computer and electronic products, software publishing and engineering services. Boise is part of Idaho's Treasure Valley, which is located in the southwest corner of the state. The region has experienced tremendous population growth over the past decades. From 1970 to today it grew fivefold from 115,000 to about 532,000 residents.[2] The main reason for this phenomenal growth has been the in-migration from neighboring states. But the growth also coincided with the emergence of Boise's high-tech economy.

Boise's high-tech economy has experienced healthy growth during the last couple of years. High-tech employment grew by 20 percent from 1999 to 2005. Core high-tech sectors like semiconductor manufacturing, computer equipment manufacturing, and software development have experienced positive growth rates in the years following the 2001 burst of the dot.com bubble. Compared to other high-tech regions, Boise stands out for its entrepreneurial dynamics. For example, in 2000, 19 percent of the population was self-employed. The creation of new firms is one of the main drivers of Boise's economic growth.

Boise's roots in high-technology go back to the early 1970s when Hewlett-Packard decided to establish a

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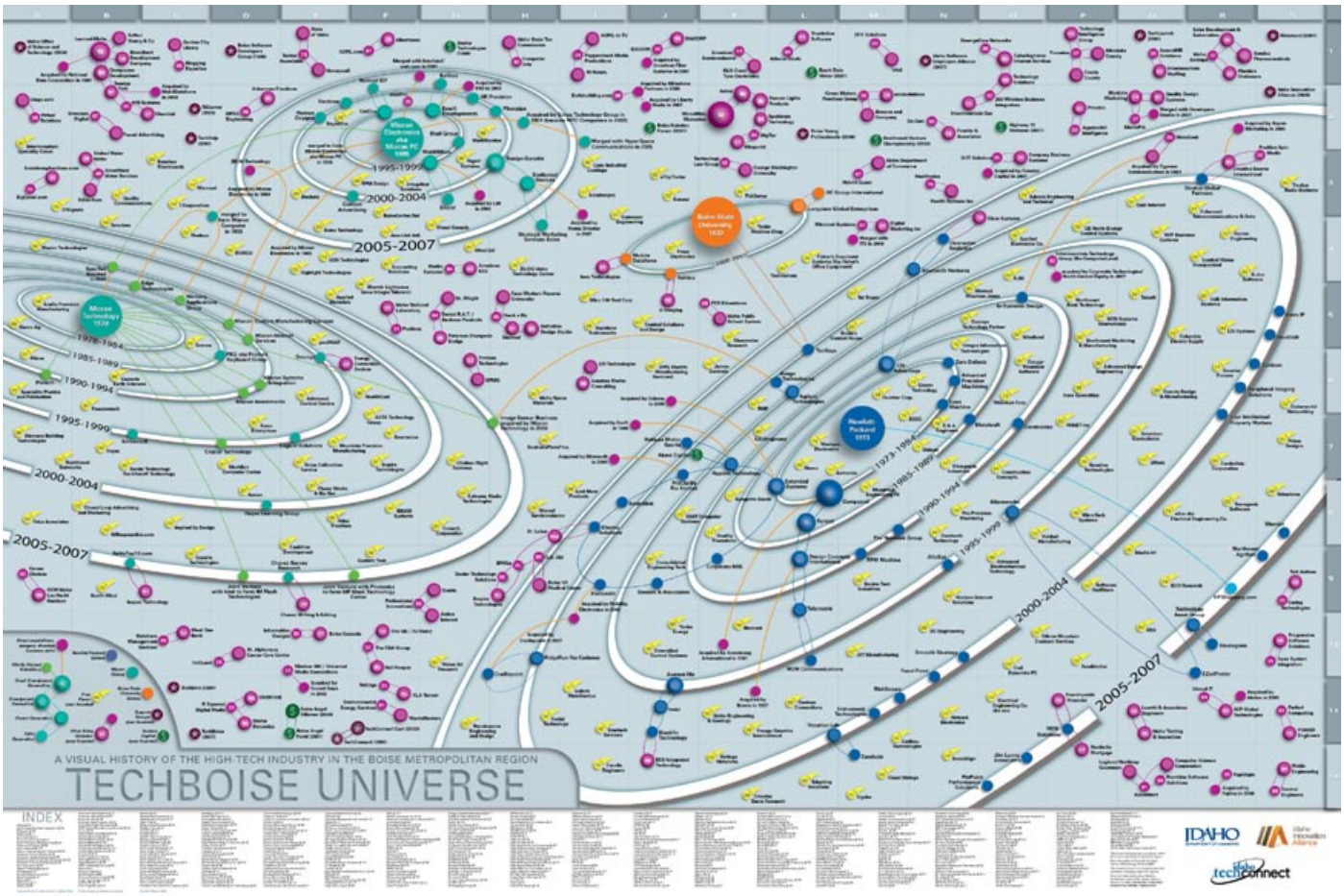
Figure 1: The TechBoise Universe Visualizes the Genealogy of Entrepreneurship



Source: Author's Research; Copyright: Heike Mayer. A larger version of the poster is available for download at: www.nvc.vt.edu/uap/docs/HeikePublications/Boise_poster_jpgs/TechBoise-2600.jpg

Growing From Within in Boise, Idaho, cont. from p. 4

branch operation to manufacture printers and magnetic tape drives. HP's move to Boise in 1973 was followed by the firm's entry into the laser printer market in the early 1980s. As a result, HP's Boise operation focuses on all aspects of the laser printer and is an important location for HP's overall business activities. In 1978, four Idaho natives founded Micron Technology, a leading semiconductor manufacturing company. Both firms are important anchors in the region and they have served as what I call "surrogate universities" because they attract and develop talent, they engage in cutting-edge research and development, and they served as incubators for many startup companies.[3] Without these firms, Boise would not have been able to root a high-tech economy.

Figure 1 on page 4 illustrates the ways in which HP and Micron contributed to entrepreneurship. The graphic depicts HP and Micron as suns in a universe. The rings around the suns are time rings. Startup companies that were founded by former Micron or HP employees orbit around their parent firms. In some cases startups that originated from Micron or HP have spawned new firms. Over time, an entrepreneurial system evolved. Two smaller universes complement the system. These are Micron Electronics also known as Micron PC and Boise State University.

Hewlett-Packard and to a lesser extent Micron Technology served as incubators for entrepreneurship. A survey I conducted shows that 26 founders are former Hewlett-Packard employees while only 9 founders trace their roots to Micron Technology. There are various reasons why HP and Micron differ in terms of their

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Table 7: Firm Building and Entrepreneurship: Hewlett-Packard Versus Micron Technology

Firm Building	Entrepreneurial Firm Formation	Hewlett-Packard	Micron Technology
Organizational evolution of firm	Corporate changes may facilitate entrepreneurship	Transformed from manufacturing to focus on R&D and marketing	Limited divisionalization Expansion outside of region (i.e., Lehi, China)
Product Type	Startups are more likely to occur when market is based on product attributes rather than price	LaserJet Consumer products End consumer	Chips Commodity Price-sensitive
Nature of Production	Entrepreneurship more likely when firm concentrates on conception rather than execution/production phase	Breaking with the "not invented here" syndrome: HP-Canon relationship Hardware & Software	"Just making chips" Except for MPC
Linkages	Opportunities for backward and forward linkages enhance entrepreneurship	Disintegration facilitated contracting opportunities	Did not induce industry clustering
Market Connections	Startups may exploit market opportunities. Entrepreneurs may take advantage of parent's market connections	HP attracted talent to the region. Employees had connections to the outside. Market = End consumer	Intermediary supplier Micron PC had more startups because of different nature of product (PC vs. chips)
Corporate Policies	Corporate policies shape startup activities	"HP Way" Welcome Mat	"Secretive" "Frugal"
Labor	Technical and managerial labor is critical for entrepreneurship	Engineer Manager	Technical

Source: Author's Research

Growing From Within in Boise, Idaho, cont. from p. 5

function as entrepreneurial incubators. The degree of entrepreneurial spawning from companies like HP and Micron depends on the business model, innovation culture, and the nature and type of product of the incubating firm. For example, HP's technologies and products — printers — are distinguished by a high degree of customization and innovative features. In contrast, for Micron Technology's products — the semiconductor memory chips — price is the distinguishing feature. In addition, the two firms have very different customers: Micron produces for an intermediary market while HP produces for the end consumer. These different orientations influence the nature of marketing, the type of employees hired, etc. (for a comparison of the two firms, see Table 1 on page 5). Additionally, Micron Technology represents a vertically integrated firm where research and development efforts are intimately tied to mass production manufacturing. Whereas HP started to pioneer strategic business alliances with other firms such as Canon in the production of the laser printer in the early 1980s, Micron is fairly self-sufficient which means that it has not contributed to the emergence of larger supplier networks. HP's decentralized business culture and its famous "HP Way" created a culture of learning. Nascent entrepreneurs gained critical skills not only related to technology but also to novel management practices and business relationships. In contrast, interviewees often noted the secretive and frugal corporate culture at Micron Technology. These corporate differences may have facilitated HP's larger contribution to Boise's entrepreneurial community compared to Micron's limited influence.

The Boise region clearly benefitted from the presence of Hewlett-Packard and to a limited degree from Micron Technology. Table 1 illustrates the connection between firm culture and entrepreneurial development. The growth of the high-tech economy in the region was propelled by the founding of new firms. The region has been known for its entrepreneurial spirit. Examples like Albertsons, J.R. Simplot, Morrison Knudsen (now Washington Group International) and other firms that were founded by Idaho natives illustrate Boise's prominent culture of risk taking and entrepreneurship. Policymakers need to recognize that economic development and progress depends on attracting and retaining entrepreneurial individuals. An often overlooked asset is Boise's ability to attract entrepreneurs interested in moving away from high-cost urban areas such as San Francisco and Seattle. They value the region's quality of life and ease of doing business. Entrepreneurs are clearly the economic engine of the region.

Boise, Idaho, represents a fascinating case study of how a small metropolitan region can bootstrap a high-technology economy. The research illustrates that regions like Boise can grow technology-based industries in the absence of a world-class research university such as MIT or Stanford. The region leveraged the presence of large high-technology firms that functioned as incubators for startups, attracted talent, and created innovative products and services.

Boise, Idaho, represents a fascinating case study of how a small metropolitan region can bootstrap a high-technology economy. The research illustrates that regions like Boise can grow technology-based industries in the absence of a world-class research university such as MIT or Stanford.

However, regional policymakers need to be aware that today's economy is very different from the one that was in place when Hewlett-Packard decided to set up a branch operation in Boise and when Micron Technology was founded. Unlike the 1970s when high-technology industries such as consumer electronics and semiconductors experienced tremendous growth and Silicon Valley-based firms expanded in states other than California, today's economic realities are different: Firms like Micron and HP increasingly look to low cost locations outside the United States. While they still retain a significant presence — primarily related to their R&D efforts — in U.S. states like Idaho, they are interested not only in exploiting low cost but also being near growing consumer and labor markets in countries like China and India. Retaining the presence of Micron and HP in Boise will be necessary. However, relying on these firms is not sufficient. Another way to preserve and create high-technology jobs is through the creation of startup companies.

Economic developers need to recognize that future economic growth heavily depends on the success of entrepreneurial startups and the ability to develop, attract and retain talent. They need to support entrepreneurship, university-industry connections, workforce

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Growing From Within in Boise, Idaho, cont. from p. 7

development, talent creation, and the region's quality of life. Technology-based industries will be critical for future growth for any region and Boise needs to recognize that it already has the right prerequisites to succeed in a knowledge economy.

Unfortunately, public policy in support of Boise's high-tech economy has significantly lagged behind. While firms like Micron Technology have received a range of tax breaks over the years, many small and medium sized firms noticed the lack of support especially regarding entrepreneurships and workforce development. To take the region to the next level, policymakers need to focus and make strategic investments in their universities. Specifically they need to invest in R&D and develop funding mechanisms that leverage existing industry R&D capacities. States around the country have developed R&D investment funds that are aimed at leveraging industrial and federal R&D. Policymakers also need to focus on developing, attracting, and retaining talent. Boise and the State of Idaho may want to take note what other states are doing. We suggest that in the short-term, Idaho takes the following steps:

Recommendation #1: Invest in R&D and Support Industry-University Linkages

State and local policymakers should be proud of Boise's high-tech success story, but they cannot rest on their laurels. Policymakers have to realize that the region and the state face serious competition from other states and other countries. The creation of new ideas and innovation are keys to future competitiveness and strategic investments need to be made.

In 2007, the National Governors Association and the Pew Center on the States published a report about state R&D investments. Investing in Innovation reviews what states are doing to increase R&D activities.[4] The report finds that in an era of declining federal funding and increasing industry R&D investments, states proactively support their universities in forging partnerships with industry and leveraging a larger share of the declining federal R&D dollars. To do this successfully, states like Idaho need to have an innovation strategy. Idaho was not mentioned in the report because compared to other states Idaho has fallen short on making strategic investments in its postsecondary education system. Policymakers should take note of the success stories unfolding in similarly sized and positioned states:

West Virginia: The mountain state is experiencing a "research renaissance." Since 2001, West Virginia has restructured the EPSCoR program (which was plagued by parochialism and a funding cut) and successfully attracted $18 million in NSF funding. In addition, the state instituted the Research Challenge Trust Fund, a competitive source of funding for university-industry R&D. The fund has already led to the creation of 4 startup companies. Unique about the fund is its funding mechanism: 0.5 percent of the state's racetrack lottery dollars support the effort on an annual basis. So far, the state has received approximately $4 million per year in 2005 and 2006.

North Dakota: In 2002, Governor Hoeven initiated "Centers of Excellence," specialized R&D institutes that foster university-industry partnerships. The Centers are funded by public and private dollars with at least two dollars of private money for every public dollar. The centers focus on niches such as agbiotechnology, surface protection, life science, unmanned aerial vehicles and petroleum safety and technology. An important catalyst in the efforts was the Roundtable on Higher Education, which brought together private sector leaders, university and legislative leaders. One of the state's primary metrics of success is the percentage of kids graduating from North Dakota universities who stay in the state to work. Thus, the goal of the state's economic

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Growing From Within in Boise, Idaho, cont. from p. 8

development efforts is to not only increase educational attainment but also to create jobs for the state's graduates.

Oregon: Oregon's high-technology economy grew in similar ways as Boise's. Two firms — Tektronix and Intel — functioned as "surrogate universities" and catalyzed high-tech growth. Universities and state investments in higher education always lagged behind the industry's growth and needs. In 2001, the state established the Oregon Council for Knowledge and Economic Development, a public-private effort that is now known as Oregon InC (Oregon Innovation Council). The Council suggested to establish so-called "signature research centers" where university and industry would work together on basic and applied research. The first center — the Oregon Nanoscience and Microtechnology Institute (ONAMI) — was funded with $21 million in state investments. The 2007 initiatives include recommendations for investments in new industries such as alternative energy (wave energy industry) but also in traditional industries such as manufacturing and food processing.

Idaho's policymakers need to be bold and make similar investments in R&D. Boise State University has come a long way. The University of Idaho is also an asset. To leverage these two institutions, state leaders need to invest in them and they need to encourage them to collaborate with each other and with industry.

Recommendation #2: Develop, Attract and Retain Talent

Boise's success as an emerging high-technology region would not have been possible without the talent that HP and Micron attracted. These world-class firms were able to recruit the best and brightest from across the nation and the world. They in turn started companies and created jobs. Prominent local startups such as Extended Systems, M2M Communications, Dedicated Devices, Memjet, etc. were started by those who were attracted to the region by these firms.

Boise ranks low in educational attainment compared to similarly sized and located metropolitan areas and survey results indicate that the region's startup companies suffer from a lack of skilled labor. A region's or a state's economic performance (as measured for example by income) is strongly correlated with educational attainment. It is therefore imperative that policymakers invest in developing, attracting and retaining talent, both at the K-12 and at the postsecondary levels.

■ **Developing Talent:** Idaho needs to invest in education. Many states are investing in education and are offering opportunities for students to get financial assistance. Here are just a few examples:

Maine: The state provides tax credits for graduates who spend all four years in the state's university or community college system. Employers can assume the loan and get tax credit.

Ohio: The Choose Ohio First Scholarship is a $100 million program that encourages Ohio students to study science, technology, engineering or math.

■ **Attracting and Retaining Talent:** Idaho needs to leverage its quality of life to attract and retain talent.

Portland, Oregon: Portland has become a very attractive location for 25 to 34 year-olds and the region is a net-gainer for this demographic group, a highly desirable group because 25 to 34 year-olds will settle in a place and become a valued labor pool. The region pays close attention to maintaining high quality of life and is a pioneer in urban planning and growth management. Talented people value mixed-use neighborhoods, lively urban centers, walkability, public transportation, distinctive businesses and local economies, and opportunities to participate in the politics of the place.

In conclusion: If Boise wants to continue its success story, local and state policy makers need to roll up their sleeves and get to work!

Dr. Heike Mayer is an Associate Professor in Urban Affairs and Planning at the Virginia Tech-Alexandria Campus.

Footnotes

[1] For this study, we employ Hecker's definition of high-technology. See Hecker, D. (2005). High-technology employment: A NAICS-based update. Monthly Labor Review (July).

[2] Blanchard, C. (2005). This Urban Idaho. Idaho Issues Online Retrieved November 4, 2007, from www.boisestate.edu/history/issuesonline/spring2006_issues/5f_numbers_06spr.html#

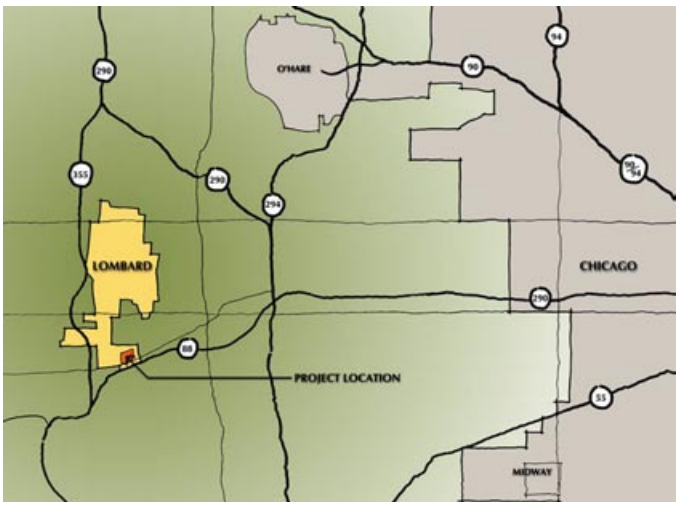
[3] For a more in-depth discussion of firms as "surrogate universities", please see this article: Mayer, H. (2005). Taking root in the Silicon Forest: The role of high technology firms as surrogate universities in Portland, Oregon. Journal of the American Planning Association, 71(3), 318-333.

[4] National Governors Association and Pew Center on the States (2007). Investing in Innovation. Retrieved August 27, 2007, from www.nga.org/Files/pdf/0707INNOVATIONINVEST.PDF.

Lombard, Illinois Uses an Innovative Financing Model to Facilitate a New Conference Center

by Jennifer Henaghan, AICP

The Village of Lombard, Illinois is a dynamic, progressive community located 20 miles west of Chicago's loop in the heart of DuPage County, with a population of nearly 45,000 residents and growing, the community encompasses 10.5 square miles. The project sits just 12 miles from O'Hare International Airport.



The project is located just 12 miles from O'Hare International Airport.

The Village identified the need for a hotel conference center and spent more than five years to make it a reality. The resulting Lombard Westin Yorktown Center is a successful project in its own right, but, more importantly, it is an example of what innovative municipal leadership can achieve.

The Village took several unorthodox actions, changing state statutes, entering into long-term management agreements, obtaining private investments totaling $183 million, and creating a unique deal structure that reduced the cost of capital down to a level that made the hotel conference center feasible.

Lombard's entrepreneurial spirit has resulted in not only a successful, prestigious project, but also an innovative, forward-thinking economic tool that can serve as an example to other communities. The project allowed the Village to go beyond its traditional role as a partner and facilitator to enter the business community for the first time as a participant. Other municipalities can learn from Lombard's experience and consider that, when the private sector is unable to act, they themselves can become entrepreneurs themselves to meet the demands of their communities.

Project Summary

Lombard's hotel convention center, officially known as the Westin Lombard Yorktown Center, is the premier meeting facility in DuPage County. Opened to the public in August 2007, the project is a 440,000-square foot, 18-story building with related site improvements on a 6.69-acre site just east of Yorktown Center mall. The facility consists of 500 hotel rooms and suites, a parking garage with 635 spaces, 230 surface parking spaces, and other amenities commensurate with a full-service, convention-oriented five-star hotel. There are a total of 55,000 square feet of meeting space, including the 18,915 square foot Grand Ballroom — the largest ballroom in the western suburbs. Rounding out the project are Harry Caray's Italian Steakhouse and Holy Mackerel, a new fresh seafood concept. Together, the restaurants

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The Westin Lombard Yorktown Center.

Lombard, Illinois Uses an Innovative Financing Model, cont. from p. 10

offer a combined 24,000 square feet of upscale dining in a sophisticated yet casual atmosphere.

Project Origins and Objectives

In 1997 the Village of Lombard initiated a study to determine which industry classifications were underserved in the Village. The study found that, when compared to similar communities, the Village was lacking in its number of hotel rooms and restaurants. (At that time, the Village had 534 hotel rooms. There are presently 1,729 hotel rooms and more than 40 new restaurants have opened in the past two years.)

To help grow its hospitality and restaurant market, the Village sought to encourage a private developer to build a hotel conference center that would solidify those industries. It was believed that a hotel convention center would create additional demand for existing hotels, encourage conference attendees to frequent local restaurants, and generate discretionary dollars to be spent at Yorktown mall.

In 1999, the Village Board first mentioned the construction of a hotel conference center as part of its 2000 Strategic Plan. This was originally conceived as a privately-owned facility that the Village would assist through contributions from hotel/motel tax, property tax, and sales tax revenues. Five locations were considered, but this proposal was structured before September 11, 2001. The combination of an economic recession following 9/11 and hotel pricing pressures subsequently eliminated the possibility of privately financing the deal. Also, interest rates, market demand, property taxes, and infrastructure costs made it unfeasible for private development alone to initiate this type of activity. The challenge was then how to build a project of this nature.

Innovation

The innovation in this case was the complex financial engineering and public development tools used to turn an otherwise unfeasible private deal into a reality. To make this project happen, the Village took advantage of a 1997 IRS ruling that allows municipalities to enter into long-term management agreements. The Village used this provision to create the Lombard Public Facilities Corporation (LPFC) and was able to obtain private investment commitments totaling $183,710,000. The Village does not have the ability by itself to issue the tax-exempt bonds to construct the project and fund its reserves. The LPFC was established as the authority through which the debt can be issued as provided under the IRS codes, and the LPFC receives direction from the Village Board as it related to the project.

The cost of capital to privately finance a deal of this nature would approximate 12 percent, and as a private

The Center has 55,000 square feet of meeting space.

development the property would have an annual tax bill of more than $2 million. With these prohibitive costs, this deal could not occur privately. However, the Village's usage of a unique deal structure combined with its tax-exempt status reduced the cost of capital to a more manageable seven percent, and as a Village-owned asset the project does not pay property taxes.

Measurable Results

Out-of-pocket expenses associated with the project totaled $306,318. These expenses were reimbursed to the Village at the time of the bond closings. The hotel convention center bonds had no impact on the Village's bonding capacity. Over the 30-year bond repayment period, Lombard will forgo $76.9 million in tax revenue but obtain $429 million in distributions for a net gain of $351.7 million by the time all debts are paid off in 2034. The net gain will be substantially higher if the facility appreciates in value during that period. A "financial shock scenario" was created to see what would happen in the event of another economic recession. This worst-case scenario assumed a drastic 12.5% reduction in room rates and a 13% reduction in occupancy. Even with a 31% reduction in net operating income, the hotel convention center will still generate sufficient funds to pay the debt service on all three outstanding bond issues while maintaining reserve fund levels. With conference/convention delegates spending an average of $290 per day, the hotel convention center will have an additional economic value to the Village of $47.6 million to $63.5 million in annual discretionary spending, not including the multiplying factors from those monies being recycled within the local economy for wages and resources.

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Lombard, Illinois Uses an Innovative Financing Model, cont. from p. 11

The project has proven to be extremely successful, with a current return on cost of 6.75% that is projected to rise to 10%. The Westin has higher occupancy and average room rates than its competitors and the restaurants are bringing in $1.3 million per month in food and beverage sales. As of June 30, 2008 (the most recent month for which financial data is available), the hotel has met 99 percent of its net income targets and 98 percent of revenue targets following the highest net income month since the facility's opening. There is an upward trend in hotel rate and occupancy, and the Westin's high customer service survey scores place it within the top 10 percent of all Westin hotels in North America. The 2008 Operating Budget anticipates hotel revenue of $29.8 million in 2008, which is 8.2 percent higher than projected in 2005.

The conference center has generated spending in the nearby retail and restaurant establishments, leading to greater economic performance in Lombard as a whole. After plans for the convention center were approved, Yorktown Center announced its plans for The Shops on Butterfield, a 225,000-square foot lifestyle center that opened in 2007. Yorktown, a two million-plus square foot regional shopping destination, currently accounts for a significantly large portion of the Village's regular sales tax income. It is estimated that Yorktown's sales tax contribution will increase by up to 50 percent once The Shops on Butterfield is fully occupied. This high-visibility development is, in turn, is leading to substantial new investment and redevelopment activity in the area.

Community Benefits

The Village did not use Village funds to finance the project and has instead pledged sales tax, hotel motel tax, and profits generated by the facility. While the Village pays off the bonds associated with this project, the local economy benefits in the following ways:

- $3 million bond proceeds for water main improvements at Yorktown Center;
- $2 million in traffic improvement to the existing Yorktown Center ring road;
- $750,000 bond proceeds for construction period expenses of the LPFC with any unused funds reverting to the Village;
- $200,000 in 2006, increasing annually thereafter, for administrative expenses of the LPFC with any unused funds reverting to the Village;
- Ancillary economic benefit from new retail and commercial development spurred by the hotel conference center;
- Economic impact resulting from increased use of the existing limited service hotels and restaurants in Lombard from the demand created by the facility;
- Creation of new jobs related to the operation of the facility;
- Prestige of having the premier hotel convention center in DuPage County; and
- Once the bonds are retired, the Village alone will own the hotel and conference center — an asset worth more than $100 million — which it could thereafter continue to operate or sell to a private hotel operator.

Resourceful Land Use

The Lombard hotel convention center is a responsible land use that is well-connected to both the surrounding developments and the greater Chicago region. The project site is an infill commercial location at Yorktown Center that was annexed in 1966 and zoned for commercial development, but never developed. The center is extremely accessible to and supportive of public transportation, connecting with seven Pace bus routes that link the site with two commuter rail lines and two rapid transit lines. The project is also a designated transfer point for the local bus circulator service currently being planned.

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Lombard, Illinois Uses an Innovative Financing Model, cont. from p. 12

The hotel conference center is visible from I-88 and I-355 and is linked to the mall via a pedestrian walkway. There are also sidewalks connecting the hotel to the AMC Theatres, allowing visitors to easily circulate between the hotel, restaurants, theaters, and mall without the need for vehicular transportation. The project was also designed to link the site to facilities within the adjacent Northern Baptist Theological Seminary. Convention Way is a new public street that directly connects the hotel with the rest of the community and the public bike path along 22nd Street. Convention Way's sidewalks feature modern, audible pedestrian activation signals.

Environmental Considerations

The project site was specifically chosen to prevent any negative environmental impacts. Unlike a number of available sites in the general area (and other locations within Yorktown itself), the site has no wetlands or floodplains that could have been impacted by development. The selection of this project site also allowed nearby wetlands to remain in a natural state, contributing to water quality and preserving those resources. Furthermore, the design of the project was tailored to minimize its footprint. A vertical orientation allows the project to accommodate 440,000 square feet within a small land area.

Environmental impacts were also considered in the construction of the building. Light colored roofing material was used to reflect solar energy rather than absorb it into the building. Glazing with a Low E coating was utilized for both the tower and convention center window systems to help manage solar gain into the interior of the space, thereby gaining efficiency in the heating and cooling systems. Also, the pre-cast panels for the tower and the base of the building were both fabricated by local companies to minimize travel distance and, as a result, reduce the use of fuel and generation of pollution in the shipping process.

Overcoming Adversity

There were considerable hurdles in seeing this project become a reality due to the changing climate pre- and post-9/11. The largest issue was the uncertainty of the post-9/11 hospitality market, which took perseverance and a firm belief in the merits of the project to overcome.

The LPFC also needed to continually understand the hospitality industry and its market. Numerous agreements needed to be addressed as the project progressed, and the need to be flexible and understand other parties' concerns was paramount. The Village entered into agreements with Mid America Hotel Partners LLC to serve as the asset manager and developer of the project. Walsh Construction Company was hired as the design builder. Westin Management Company North, a subsidiary of Starwood Hotels and Resorts, will serve as the hotel manager.

Also, as a non-home rule community, the Village initiated and lobbied for an amendment to state law to allow the Village to facilitate this project. Although deal fatigue nearly ended the project — it was first mentioned in the 2000 Village Strategic Plan and took more than three years to materialize — perseverance won the final battle.

Lessons Learned — Advice for Other Municipalities

In effecting the statutory change needed to allow the Village to construct a convention center, the Village learned that it is essential to enlist the support of local legislators early in the process and seek letters of support from local points of influence (such as the DuPage County Convention and Visitors Bureau). Also, municipalities should not be afraid to lobby on issues that are important to the community. As far as that is concerned, using a lobbyist is sometimes the best way to go.

With 25 agreements negotiated and written, the project involved many parties that were focused in the same direction but sometimes had divergent interests and points of view. Staff learned to select good consultants and rely on their expertise, but also rely on staff's own instincts and experience. Municipal leaders should anticipate problems but stay focused and be patient throughout the process. Keeping elected officials updated on project status is critical.

There were numerous challenges involved in maintaining enthusiasm for a project that stretched throughout a five-year period, due to both the complexity of the project and changes in the Village Board. Staff learned that there's no such thing as too much information, and it's important to give the bad news along with the good. It's essential to have patience and remember that while staff is immersed in the issues, the elected officials are not. They should be consulted frequently, with no assumptions made. Most importantly, the community must also be kept informed because community support and Village Board support are often tied together.

Jennifer Henaghan, AICP is a Senior Planner with the Village of Lombard, Illinois

Student Research Highlight

The Next Generation of Indigenous Development: A Synthesis Model for Transforming Development on Reservations in the United States — A Study by Brian Wilkerson

by Shana R. Johnson

Brian Wilkerson, a 2005 graduate of the University of Colorado at Denver's planning program, is a successful entrepreneur and strategy consultant who co-founded and served as CEO of the global strategy and human capital consulting firm WisdomNet, developer of the leading software for advanced workforce planning. WisdomNet was acquired by Watson Wyatt Worldwide in 2007, and Wilkerson now serves as Global Practice Director at Watson Wyatt Worldwide.

Wilkerson is committed to issues of social justice and has been a community activist. His master's thesis, **The Next Generation of Indigenous Development: A Synthesis Model for Transforming Development on the Reservations in the United States**, addresses one of the serious and pressing issues of social justice in our country: improving economic development outcomes for indigenous peoples. Developed through an extensive cross-disciplinary literature review, a survey to sent to all federally recognized Native American nations in the U.S., interviews with tribal leaders, and a GIS-based analysis, Wilkerson's thesis proposes a new synthesis model for economic development on reservations.

Wilkerson chose to focus on the Native American community because he was seeking to contribute to an issue in which his work would provide the maximum impact. "One of the big areas of interest for me is social justice issues, and one of the biggest issues of social justice is the treatment of indigenous peoples. There have been so many things that have happened to indigenous peoples across time, and there is really so much that should be done in that area. Not from a paternalistic perspective or implying that Native Americans can't help themselves. I don't think that many people really understand the culture and how to help them from a partnership perspective. This was an area where I felt needed more research needed more innovative models," said Wilkerson of his decision to focus on reservation economic development issues.

Current Conditions on Native American Reservations (Wilkerson, 2005)

- Unemployment rates at 45% or more, with a US National Average of 8%.
- Average per capita income is 58% that of non-Natives and more than 23% live below the poverty line (3x times the rate of whites).
- Overall life expectancy is much lower and infant mortality much higher for Native Americans than for whites.
- Rates for suicide, alcoholism, drug addiction, diabetes, and heart disease are all significantly higher among Native populations, particularly on the reservations.
- Less than 8% of Native Americans have completed college compared to more than 16% of the American population overall. On the reservations, less than 4% have college degrees.

Addressing Reservation-Based Economic Development

Wilkerson views economic development as "the engine that helps people achieve their ambitions as a culture or as a city. When I look at economic development it's really at the heart of what planning is trying to do, whether it's cities or reservations. Economics fuels whatever municipalities want to do." However, significantly, Wilkerson discovered that Western conceptions of development under which reservation economic development programs have been conceived were inappropriate and ineffective on reservations. "I took multiple electives focused on indigenous politics, because I knew I had some interest in this area — and that really

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The Next Generation of Indigenous Development, cont. from p. 14

helped me get a sense of the culture and history. I don't think you can effectively research or analyze this area without getting pretty deep into the history and culture aspects. I think that is the shortcoming in this area because some research out there has less than a deep understanding of some of these areas," he said.

Like International Development, reservation development efforts have mostly focused on bringing Native Americans into the capitalist economy and a Western conception of "development." Wilkerson found that capitalist base and western development ideology are fundamentally incompatible with the culture and lifeways of indigenous peoples. He also found that typical measures of economic development are not oriented to reflect the ambitions of indigenous peoples.

Contrast with the Worldview of Indigenous Peoples (Wilkerson, 2005)

- Individual vs. Collective Orientation
- Subsistence vs. Export Economy
- Accumulation vs. Redistribution
- "Sustainable Yield" vs. Preservation Orientation
- Competition vs. Collaboration
- Centralized Authority vs. Power in the Community

Economic development on reservations in the past has focused on resource extraction and tourism, and more recently gaming. There is a false perception that gaming has made native peoples universally rich, but just 24% of the Indian casinos bring in nearly 80% of the revenue making successful gaming ventures highly concentrated. And there are some casinos have lost money or had detrimental impacts on the native Nations that host them. Outside of gaming there have been diverse economic ventures across the reservations, with widely varying success in recent years, including: manufacturing, retail, livestock, forest products, services, conventions, and crafts. Complicating economic development efforts is the fact that reservation resources have often been exploited for the gain of outside parties, including sub-market leases by government, the mismanagement and misappropriation of mineral royalties and the outright expropriation of Native American lands.

While some native Nations have been able to integrate capitalism more effectively while still preserving their cultural foundations, the net impact of reservation economic development efforts to date has been to tie reservations more closely to global capitalism. Sustainable improvement to most reservation economies has not been achieved.

A Synthesis Economic Development Model for Reservation

After acknowledging that current economic development practice on reservations needed to be reimagined Wilkerson's next step was to perform some empirical research in search of a new, better framework for which native Nations could pursue development. An extensive literature review, a survey sent to all 335 native reservations in the continental United States that received a 10.5 percent response rate, interviews with tribal leaders and a GIS-based analysis rounded out his robust research methodology. "I did a GIS study because so much is really related to the spatial situation of indigenous peoples, when they moved they were moved to out of the way or to what was perceived to be less valuable land — so when you look at economic development strategies place is a key part of it…so that is why I did this GIS analysis first. The survey was an attempt to get a deeper understanding," said Wilkerson.

Wilkerson recognized from his research that, "in order for economic development to be successful on the reservations the people who are doing it need to think very differently about the economic development. The things that work in municipal or even rural environments won't necessarily work on reservations so we

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Native American Reservation Survey Key Findings (Wilkerson, 2005)

- Significant gaps between reservations in terms of budgets and results
- Nearly 50% had budgets of under $300,000 while nearly 25% had budgets of over $10M
- 36% based their efforts on economic goals only, while 32% combined economic and community goals
- Virtually no respondents regularly measured achievement of community goals
- Nearly 30% had no successful economic development programs while less than 15% had more than one successful program
- Capital and Capability seen as biggest gaps / barriers

The Next Generation of Indigenous Development, cont. from p. 15

need to think differently and radically differently if we want it to be successful on the reservations." To do this will require a transition away from traditional capitalist issues and more of a grounding in the traditional governance and culture of indigenous people, as Wilkerson noted "even if you look at people from different areas of the country people have different worldviews and lifestyles — from an economic development perspective the worldviews of indigenous peoples and people from the capitalist system creates more barriers towards people working together and getting things done." Native Americans in reservation communities can participate in the global economy, ***within its own rules and systems***, but it has to be on their own terms. With these findings in hand, Wilkerson crafted a new definition of economic development for reservations:

> *Indigenous Development is a **place-based** process by which indigenous communities provide for the **basic needs** of their people while also **advancing their cultural ambitions**. Development activities in this context must be focused on advancing the **collective community**, must evolve in a manner **consistent with the traditional lifeways** of the community itself, and must be managed in a way consistent with the **traditional governance** of the community. Participation in this process by **non-community members** must be undertaken in a manner consistent with the cultural ambitions of the community and **fully respectful of the rights of self-determination** of that community" (Wilkerson, 2005).*

"What terms do they want to participate in the global economy under? They need to not get stuck in this global capitalist model that we have."

— Brian Wilkerson

Achieving the Synthesis Model

The challenge for economic developers aiding native Nations today is to try and help them craft locally-determined strategies that preserve traditional lifeways while providing for the basic needs of their communities. Of his own approach Wilkerson cautioned," I think that there are certain people that would read this and say, oh you know just throw out everything that is written about reservation development before and start over, but I don't think that that is the case. I think it just requires stepping back about the very foundations about what we know of reservation economic development. But more about how do we synthesize these different materials and how to do it in different way."

There are many obvious barriers to pursuing a new synthesis indigenous development model, from a lack of funding and inter-tribal cooperation, the complex and changing legal and political landscape, and even the erosion of native traditions and culture. Regaining control over their resources and political destiny is key to reconstituting development within reservation communities. Starting a process of a synthesis indigenous development will require reservation communities not only to take into account what development fits with their culture and tradition and how that best works with the greater global economic community, but also a redefinition of the development process, its goals and measures.

Traditional economic development measures such as per capita income, percent below the poverty line, wage increases, export percentages, consumption rates, and balance of trade measures are often used, but Wilkerson questioned what they really have to do with the ambitions of Native American communities and their achievement of these ambitions?

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Indigenous Development Synthesis Model Key Strategies (Wilkerson, 2005)

- Return to Traditional Governance (Guardianship)
- Redefine Measures and Goals in Community Terms
- Code of Conduct for Collaboration with Outsiders
- Collaboration across Indian Nations
- Culturally compatible techniques and ventures
- Focus on mutually reinforcing economic activity and increasing economic multiplier
- Land acquisition and preservation
- Diversification and long-term Investment
- Commerce Infrastructure Initiative
- Intellectual Property Protection Initiative

The Next Generation of Indigenous Development, cont. from p. 16

Table 1 — Alternative Development Measures (Wilkerson, 2005)

Measurement Category	Example Measure / Indicator
Community	Communal work output and communal distribution of proceeds, ability to meet basic needs, homelessness
Participation	Unanimous decision-making, disagreement not expressed at the time of decision, access to information, domination by the elders, participation of the younger generations, freedom of thought and speech
Environmental	Respectful use of the land, species diversity and health, presence and abundance of traditional plants, natural resource health and productivity
Capacity	Education, availability of infrastructure, service effectiveness, utilization of job training, number and health of grassroots organizations
Culture	Language retention, ceremony participation, knowledge of traditional history, adherence to tradition, strengthening of spirituality
Governance	Level of services provided, ambulance response times, program effectiveness, ability to execute projects, perceptions of leaders by the community

A copy of Brian Wilkinson's full thesis or his thesis presentation can be obtained via email: stormdancer@earthlink.net.

Shana Johnson is an independent consultant from Fairfax, Virginia. She has been a contributor to News & Views since her undergraduate days at Clark University.

Calendar of Upcoming Events

November 11-12, 2008
Conference on Mixed-Use Development
ICSC, IREM, NAIOP, BOMA and NMHC
Chicago, IL
www.icsc.org/srch/mt/descs/2008MU/2008MU.pdf

January 25-27, 2009
2009 Leadership Summit: Turning Today's Economic Challenges into Tomorrow's Successes
International Economic Development Council
Tempe, Arizona
www.iedconline.org/LeadershipSummit/index.html

February 4-5, 2009
Reinventing Retail and Mixed-Use: Surviving, Thriving, and Positioning for the Future
Urban Land Institute
Beverly Hills, California
www.uli.org/sitecore/content/ULI2Home/Events/Conferences/Americas/Retail/Retail2009/Reinventing%20Retail%20and%20Mixed%20Use.aspx

March 2-3, 2009
International Resort Development: Finding Your New Frontier
Urban Land Institute
Orlando, Florida
www.uli.org/sitecore/content/ULI2Home/Events/Conferences/Americas/Resort/Resort2009/International%20Resort%20Development.aspx

March 15-17, 2009
2009 Federal Economic Development Forum: New Administration, New Beginnings: Energizing Communities and the Economy
International Economic Development Council
Alexandria, VA
www.iedconline.org/FederalForum/index.html

April 25-29, 2009
American Planning Association Annual Conference
Minneapolis, MN
http://myapa.planning.org/nationalconference/

Rethinking Divisions — A Preliminary Report From the Task Force on the Division's Future

The Task Force on the Division's Future proposal is consistent with the APA Development Plan; specifically, Goal 3 — "Continue to ensure that APA members are engaged and active and demonstrate a high level of allegiance to the organization." The proposal responds to Strategies 3.1, 3.2 and 3.3 to enhance the structure of the Divisions Council in ways that better align resources to meet member needs more effectively; engage a greater proportion of members in all association activities; by implementing measures that provide greater avenues for leadership, and promoting member retention and satisfaction.

This effort is not something the Divisions Council entered into lightly. It has taken several years to begin to address a few of the key challenges that divisions face and create a program that increases their visibility, recognition and respect within the Association. Through the leadership of the Executive Committee and various division chairs, the Divisions Council voted to approve a series of changes related to division governance, including the annual benchmarking process and policies addressing large uncommitted balances and financial accountability to division members. The Council began scheduling more productive meetings at the Fall Leadership Meetings and at the National Conference, focusing on leadership, best practices and training/guidance for new division leaders (and future leaders). The Divisions Council has aligned its committee structure with APA's Development Plan and major initiatives. In making these changes, the Council is continually trying to reflect its diversity by balancing the varying needs and abilities of larger and smaller divisions, and those with a more subject-area focus with those that are population-specific in nature.

The Divisions Council and divisions individually have made significant strides. Yet there remain challenges, largely as a result of APA's overall success. APA has grown rapidly in the last few years as a result of the Growth Strategy, and the interest in division formation is very strong. Several potential new divisions are waiting in the wings to form, ranging in topics that include natural hazards planning, sustainability, and public participation. The DC Executive Committee is concerned about a lack of resources to reap the potential from this growth and continue to advance the mission of divisions. Divisions need to capture a larger share of the membership growth in the organization. To do so, the Divisions Council must continue the hard work to deliver quality programs, be effective advocates and help APA and its leaders respond to member needs.

Task Force Process

The Task Force was named by Whit Blanton, DC Chair, in October 2007. Task Force members included Terry Holzheimer (DC Vice Chair), Deanna Glosser (DC Secretary/Treasurer), Raymond Chiaramonte, Jonathan T. Lockman, Peter C. Lowitt, Vincent Papsidero, Jr., and Elizabeth Tyler. Task Force meetings were held by conference call on November 20 and December 13, 2007 and on February 22, April 23, June 17, and July 16, 2008. The broader leadership of the Divisions Council discussed the Task Force effort at the DC Business meeting on April 27 and by conference call with the Task Force on June 25, July 24, and September 12, 2008. The DC Executive Committee discussed the Task Force report on February 28 and July 10, 2008. Notes were taken of all Task Force meetings and individual divisions have provided comments for the record.[1]

Recommendations

The Task Force on the Divisions Future proposes five short term recommendations to achieve the objectives stated above. The sixth recommendation is for continued follow-up with the APA Board.

■ Recommendation 1: Create new opportunities for participation in APA

The Task Force proposes two new organizational alternatives to divisions for capturing interest and participation in professional subject areas: sections of divisions and networks:

1. Form sections within existing divisions, established through mutual agreement between the division's leadership and the prospective new section members. If a section is formed within a division, the division's bylaws must be amended to recognize the formation of one or more sections, and include the section(s) in the executive committee or leadership of the division. This would create

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Rethinking Divisions, cont. from p. 18

one or more areas of special technical or policy focus within a division, and provide more formal recognition and visibility of the subject area within the organization's leadership.

2. Form stand-alone networks, each consisting of two "leaders" and at least 10 APA members who want to enhance discussion of a professional planning subject area, consistent with the stated purposes of divisions. Staff would be able to approve a request to form a network, which would be acted on by the Divisions Council Executive Committee. This would be a fairly informal association using the web and conference opportunities to connect people with similar interests, without the administrative requirements of a division. Networks would serve as a means toward coalescing students, practitioners, academicians and retirees around a topic area of interest. The emphasis, though not a requirement, is that networks would cut across division topic areas, much like the Airports-in-the-Region and the Food Systems initiatives, and providing a means of "ownership."

■ Recommendation 2: Create new requirements for creation of a division.

The Task Force recommends that APA require that any new division function for at least one year as a stand-alone network or section within an existing division to become eligible to submit a formal proposal requesting division status. The Task Force further recommends that APA raise the minimum number of APA member signatures supporting division formation from the current level of 100 to 250 verified at the time of proposal submission.

■ Recommendation 3: Establish a sunset provision for divisions.

Divisions formed after October 2008 that fail to reach 300 full-time paid members within three years of formation shall revert to network or section status, and must wait one year before they may re-apply for division status.

■ Recommendation 4: Alter the provision of by-right sessions for divisions to create a pool of available sessions for the proposed networks and small divisions.

Divisions over 300 members shall have two by-right sessions at the National Conference, per current Board policy. Divisions of less than 300 members shall have one by-right session. The total number of sessions for divisions (twice the number of divisions) would not change below today's level.

■ Recommendation 5: Raise divisions' assessment fee to the Divisions Council to create a sustainable level of funding.

The Task Force recommends that the assessment allocated to the Divisions Council increase to $2.50 per member (not including Student and New Professional members) beginning with the FY 2009 fiscal year (October 1, 2008).

■ Recommendation 6: Continue the review of options for universal membership in divisions similar to that applied to Chapters.

The Task Force considered a number of options for universal division membership which would include one or more division memberships as part of the membership in APA. The Task Force decided that, after substantial review, issues associated with universal membership including cost, resource allocation, accounting and financial management, and improved and expanded services were too numerous and complex to be fully considered within the scope of this study and within the time allotted. The Task Force recommends that these issues be further reviewed with guidance from the applicable APA committees over the next two years, with a possible future recommendation to be brought forth for the Board's consideration in the Fall of 2010.

Conclusion

The above recommendations comprise necessary steps to strengthen APA's divisions, promote membership growth and enhance the delivery of educational and training materials to the broader APA membership and our communities. These suggestions recognize the issues and opportunities facing divisions today and can serve as a starting point for discussions to define a process for the divisions to grow in stature and legitimacy for the next 10 years and beyond.

Footnote

[1] These materials are not included as part of this report but are available from the APA Divisions Coordinator.

Welcome to Our New Members…

Economic Development Division

Robert S. Hutchinson, AICP	New York, NY
J. Vann Cunningham	Fort Worth, TX
Bei Li	Washington, DC
Lawrence A. Molnar	Ann Arbor, MI
Joy Sinderbrand	New York, NY
Alexis J. Cooper	Waco, TX
Joshua M. Harrold	North Wilkesboro, NC
Edward C. Sanderson	Santa Monica, CA
Lukas Brun	Carrboro, NC
Gina Hartzheim	Milton Freewater, OR
Matthew Woodrich	Navarre, OH
Anthony C. Mak	Champaign, IL
L. L. Lampl	Tallahassee, FL
Tyler Mekus	Jamestown, NY
Joseph L. Vining, FAICP	Round Rock, TX
Anne M. Krieg, AICP	Bar Harbor, ME
Nicole L. Cline, AICP	Tooele, UT
Rana Salzmann	Chicago, IL

Resort and Tourism Division

Robert S. Hutchinson AICP	New York, NY
Bei Li	Washington, DC
Jonathan Vlaming	Minneapolis, MN
Kate Langford	Boise, ID
Jack Morgan	Franklin, NC

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