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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 Editors (addresses below).

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## How Reshoring Tools Can Retain Companies and Attract Foreign Direct Investment

by Harry Moser and Millar Kelley

Reshoring — bringing back manufacturing that went offshore — is a key component in strengthening local economies and the U.S. industrial base as a whole. The logic of reshoring is similar to the logic espoused by most EDOs (Economic Development Organizations): produce near the customer. Over the past few decades, companies rushed to offshore for cheap labor and low purchase price. But as the global economic climate has evolved, the labor savings have shrunk and the “hidden costs” of producing far from home have become both greater and more apparent, offsetting the residual labor savings. With the adoption of Total Cost of Ownership (TCO) analysis, companies are increasingly deciding to source locally.

(continued on page 3)



Nicholas Griner

Join the conversation!



CLICK TO ENGAGE

As the global economy has evolved, costs of producing offshore have become greater. As a result, U.S. companies are increasingly deciding to manufacture at home.

## FROM THE EDITORS



From time to time, the Division receives questions from members as well as non-members working on economic development-related projects that seek best practice information or a

sounding board for their ideas. Given the breadth of experience and expertise among EDD members, there is usually someone — like each of our three article contributors! — to step up to the modern-day microphone. Question about small town identity in resort towns? Who better to answer that than Anne Krieg, Chair of the former Resort and Tourism Division! APA is doing a webinar on airports & land use? Aviation Planner Regan Massey drills down further to evaluate the economic impacts. Wondering what “reshoring” is? Millar Kelley from The Reshoring Initiative shares how you can bring manufacturing back to boost your economy! So if you have a question, don’t hesitate to reach out to your fellow Division members — chances are you aren’t the only one wondering about it. ■

— Jennie Gordon, AICP and Terry Holzheimer, FAICP

## THOUGHTS FROM THE CHAIR



It must be fall as the leaves are changing colors, kids are back to school, and pumpkin spice is everywhere! We are pleased to have just rolled out our **Division Member Survey**. If you haven’t already done so, please take a couple of minutes to answer the brief survey and let us know what you want, need, and

expect from the Economic Development Division. There are many options available to bring content, training, networking, and discussion opportunities to you as economic development planning professionals. As volunteer officers, guidance and feedback from members are crucial to target our efforts, and the results from the survey will help to shape the Division’s Work Plan. So thank you in advance for completing the survey!

Also later this fall, there will be a call for nominations for elected positions for the Economic Development Division. There are two elected positions — Chair-Elect and Secretary/Treasurer — as well as lots of ongoing opportunities to volunteer in other positions. Consider volunteering your time and expertise and watch your inbox for announcements.

There are two important items available from APA to highlight:

- First, **The Planners Communications Guide 2.0** is an online, interactive tool available to APA members to help planners communicate effectively to a variety of audiences including the public, media, allies, and detractors. Take a look for some helpful tips!
- Second, I want to also highlight an exciting program offered through APA and AICP — **Community Planning Assistance Teams (CPAT)**. This is an excellent opportunity for you as Division members

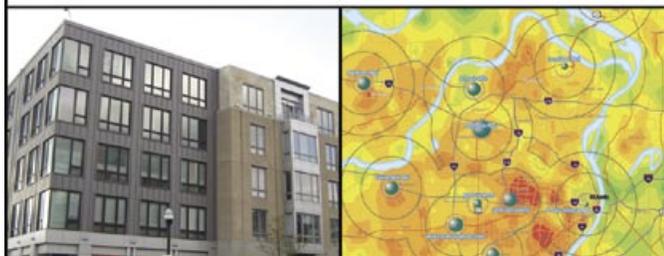
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RESHORING, CONT. FROM P. 1

That is good news for the U.S., which remains the largest market for most products. To meet the needs of the domestic market, it makes sense for U.S. companies to expand here instead of offshore, and for foreign companies to locate their factories close to U.S. consumers. EDOs can use this rationale and the free tools provided by the Kildeer, IL-based Reshoring Initiative ([www.reshorennow.org](http://www.reshorennow.org)) to retain existing companies and motivate Foreign Direct Investment (FDI).

The positive effects of a strong industrial sector spread far beyond manufacturing itself. Reports from the National Association of Manufacturing (NAM) indicate every dollar that is created in manufacturing has a 1.4 multiplier effect on the entire economy. The fact that manufacturing fuels other sectors by creating jobs and investment in a diverse range of ancillary fields is but one of many reasons why it should be a top strategic focus for government agencies, EDOs, and consultants who wish to support economic health. This article describes how quantifying the benefits of local production and sourcing could be a very effective tool for retention and attraction. Further, once the companies understand that it is in their interest to produce here, fewer incentives should be required. By increasing manufacturing without giving away tax incentives, tax revenues can be preserved.

The Reshoring Initiative is a non-profit organization whose mission is to bring well-paying manufacturing jobs back to the United States by assisting companies to more accurately assess their total cost of offshoring, and shift collective thinking from “offshoring is cheaper” to “local reduces the total cost of ownership.” TCO is defined as the total of all relevant costs associated with making or sourcing a product domestically or offshore. TCO analysis helps a company objectively identify, forecast, and minimize total cost. It takes into account the costs of changing wages and currencies, energy and transporta-

tion prices, and many other factors such as those associated with the risk of supply chain shocks and disruptions caused by natural disasters and political instability.

### Total Cost of Ownership Estimator™

The Reshoring Initiative developed the Total Cost of Ownership Estimator™, a free tool to help companies easily determine their TCO for specific products. The user assigns a value to each of 36 factors relevant to the product. The Estimator uses these factors to calculate 27 costs, which it accumulates into a single Total Cost for a product sourced from one particular production source. This process can be repeated for each source option. The user can then objectively compare the TCO for the same product from multiple sources, whether local or offshore, and whether in-house or outsourced.

*(continued on page 4)*

### How EDOs Can Use TCO and Reshoring

Help local companies make more objective sourcing decisions

Convince local companies that is in their interest to stay, producing and sourcing locally

Convince foreign companies to locate in the U.S.

Use reshoring case studies to promote:

- Local companies
- Your area as the “U.S. Reshoring Capital”

Put as much emphasis on local outsourcing as on new OEM factories:

- Organize state or regional Purchasing Fairs to help local suppliers replace the OEMs’ offshore sources
- Build clustering/moats/ecosystems around your companies
- Attract suppliers and OEMs to join the cluster
- Remember that local outsourcing offers much faster implementation (no waiting for approvals, negotiations, construction, etc.) and less or no need for incentives since the OEM and the supplier are negotiating the deals. You just help them network!

Use the success of reshoring to motivate the strengthening of local manufacturing skills training programs and recruitment



Nicholas Griner

RESHORING, CONT. FROM P. 3

**Figure 1: Summary of Users' TCO Results: China vs. U.S.**

Comparison Basis	U.S. % of China Price or TCO, average	% of cases where U.S. has the advantage
Price	169%	15%
TCO	96%	56%
Difference	73%	41%

**The Impact of Using TCO**

When it becomes clear that there is often not a TCO penalty associated with domestic sourcing, it is easier for a company to place more emphasis and resources on building strategies such as product differentiation or product innovation. A company might also pursue cost-reduction programs, such as lean, theory of constraints (TOC), design for manufacture and assembly (DFMA), quick response manufacturing (QRM), automation, or training that might have seemed insufficient to close a 40% price gap but are more than able to close a 10% TCO gap. Best business practices are easier to implement close to home and lead to a chain reaction of business profitability and community economic health: local production → more manufacturing jobs → more R & D jobs → improved innovation → industry clustering → labor training programs → bolstered jobs and government revenue from support industries (construction, legal, food service, etc.).

User data shows that about 25% of what has been offshored would come back if all companies used TCO instead of price for sourcing decisions. The impact of using TCO is demonstrated by a statistical analysis of user calculations. The results of 27 recent cases of China vs. the United States are in Figure 1.

From this data we can conclude that using TCO instead of price changes the sourcing decision on 41%

of the cases; conservatively we reduce that figure to 25%.

**Reshoring on the Rise**

Based on analysis of the articles in the Reshoring Library, the Initiative calculates that about 80,000 manufacturing jobs have been reshored in the last 3.5 years. That surge represents 10-15% of the total increase in manufacturing jobs since the low of January 2010. If the current trend of increased TCO use is paired with other favorable trend factors or strategies, the

potential for reshored jobs is estimated at up to 6 million, as shown in Figure 2.

Fortunately, the reshoring trend is continuing to grow. This is confirmed by a recent BCG study, which finds that 54% of companies are considering reshoring, up from 37% last year.<sup>1</sup> Figure 3 (next page) is a diverse sampling of the 250+ companies that have decided to reshore.

**Figure 2: Potential for Reshored Jobs**

Scenario (Source of the scenario)	Manufacturing Jobs*	Total Jobs**
Today: If all companies used TCO (Reshoring Initiative)	~500,000	1,000,000
By 2015: If Chinese wage trends continue (~BCG)	1,000,000	2,000,000
Better U.S. training, process improvement, automation, tax rates (~Advanced Manufacturing Partnership)	2,000,000	4,000,000
End of offshore currency manipulation (Most manufacturing groups)	3,000,000	6,000,000

\* Number of jobs and scenarios are cumulative \*\*Assumes a low 1.0 multiplier effect

**Conclusion**

Part of the Initiative's goal is to balance the U.S.'s approximately \$600 billion/year trade deficit. Doing so would increase U.S. employment by about 6 million jobs and significantly reduce federal, state, and local budget deficits. The highest priority is on developing a much stronger skilled workforce. Reshoring helps recruit that workforce by demonstrating that local manufacturing is coming back and will provide solid long-term careers.

*(continued on page 5)*

RESHORING, CONT. FROM P. 4

**Figure 3. Reshoring Cases Demonstrating the Breadth of Industries Involved**

Company	Product	Reasons Production Reshored	From	To
Apple	Mac Computers	<ul style="list-style-type: none"> <li>• Cut down on delivery times and shipping costs</li> <li>• Improved PR</li> </ul>	China	U.S.
Wright Engineered Plastics	Plastic injection moldings for medical and tele-com customers	<ul style="list-style-type: none"> <li>• High transportation costs</li> <li>• Rising foreign wages</li> <li>• Quality defects common and difficult to deal with</li> </ul>	China	Santa Rose, CA
General Electric	Water heaters	<ul style="list-style-type: none"> <li>• State of Kentucky provided tax incentives</li> <li>• High-tech appliance models newly designed</li> <li>• Lean production processes adopted in the U.S.</li> <li>• Ease of design and innovation in the U.S.</li> <li>• Collaboration with workers and unions cut retail price of U.S. made product 20% vs. Chinese made product</li> <li>• Total cost of ownership: Chinese costs 6% higher than American when considering inventory and delivery problems, even though Chinese mfg. cost is lower</li> </ul>	China	Louisville, KY
Freeman Schwabe Machinery	Hydraulic die cutting presses	<ul style="list-style-type: none"> <li>• Restoring the company’s long-term “Made in USA” heritage</li> <li>• Warranty costs reduced by 90%</li> <li>• Company able to control its own destiny</li> <li>• Improved speed to market</li> <li>• Rebuild employee skills and morale</li> </ul>	Taiwan	Cincinnati, OH
Rolls Royce	Aerospace engine parts	<ul style="list-style-type: none"> <li>• Lower labor costs</li> <li>• Higher productivity</li> <li>• Do business in dollars to minimize currency risk</li> </ul>	Foreign Transplant	George City, VA

Links to articles on each of these cases can be found at [www.reshorennow.org/book/table](http://www.reshorennow.org/book/table).

RESHORING, CONT. FROM P. 5

**Figure 3. Reshoring Cases Demonstrating the Breadth of Industries Involved (cont.)**

Company	Product	Reasons Production Reshored	From	To
Bailey Hydropower	Hydraulic cylinders	<ul style="list-style-type: none"> <li>Fast delivery vs. five weeks on the water</li> <li>If quality is a problem, then no more bad units en route in the long supply chain</li> </ul>	India	West Knoxville, TN
Karen Kane	Women's apparel	<ul style="list-style-type: none"> <li>Quality-control issues</li> <li>Rising labor costs</li> <li>Nimble domestic companies are better able to capitalize on fashion trends</li> <li>More sophisticated manufacturing techniques mean production is no longer prohibitively expensive</li> </ul>	China	Los Angeles, CA
Morey Corp.	Circuit boards	<ul style="list-style-type: none"> <li>Quality issues</li> <li>Inventory cut by 94%</li> </ul>	China	Woodbridge, IL
Ace Clearwater Enterprises	Welded assemblies for aerospace and energy	<ul style="list-style-type: none"> <li>Quality-control issues</li> <li>Customers are willing to pay more for high precision and quality</li> </ul>	Hungary	Torrance, CA
NCR	ATMs	<ul style="list-style-type: none"> <li>Slow response time from foreign contract suppliers, especially from the lower tiers</li> <li>Rising wages in China</li> <li>Innovation: silos eliminated by having manufacturing near engineering and customers</li> </ul>	China India Brazil	Columbus, CA

Links to articles on each of these cases can be found at [www.reshorennow.org/book/table](http://www.reshorennow.org/book/table).

The fastest, most cost-effective, stable way to strengthen our local and national economies is to motivate and enable reshoring and help companies see the benefits of not offshoring. TCO use is showing more companies that they can help both themselves and America by bringing production back.

The Reshoring Initiative is ready to help you develop plans for your community or company, train and network your OEMs and contract manufacturers, and provide publicity for your reshoring successes! ■■

**Footnotes**

<sup>1</sup> Majority of Large Manufacturers Are Now Planning or Considering "Reshoring" from China to the U.S., [www.bcg.com/media/PressReleaseDetails.aspx?id=tc:12-144944](http://www.bcg.com/media/PressReleaseDetails.aspx?id=tc:12-144944)

Harry Moser ([harry.moser@reshorennow.org](mailto:harry.moser@reshorennow.org)) is Founder and President, and Millar Kelley ([millarkelley@yahoo.com](mailto:millarkelley@yahoo.com)) is a Research Analyst, for the Kildeer, IL-based Reshoring Initiative.

# To Brand or Not to Brand: Community Identity and Tourism — the Bridgton, ME Experience

by Anne Krieg, AICP

**B**ridgton, ME is a community of about 5,000 in the winter, and ballooning to three times that in the summer. We have two major lakes: Long and Highland, and also Woods Pond and Moose Pond. I seem to stumble upon small ponds here and there as well. Geographically, it's a bigger town due to the lakes breaking it up. Each lake has an amazing view of our very own Pleasant Mountain (Shawnee Peak ski area/resort) and/or the New Hampshire mountain range. If

I were to build or buy here as I will soon, and if money were no object, it would be a tough call as to whether I would want a view or be on a lake/pond. Of course, if money were no option, I'd have both!

The demographics of Bridgton are not far off coastal towns in Maine: extreme wealth on the lakes and ridges, and internally a mix of some middle class, some Millennials coming (yeah!), and folks living at or below the poverty line in tough conditions. For the first time in my career, I am doing social planning, as I administer the Community Development Block Grant Program. We use some of the funds for social service programming and not just new sidewalks (though we need those, too).

The identity of Bridgton, then, is mixed. The lakes are coated with middle class folks from the Massachusetts area (Bridgton was founded by families from the Andover and Boxford areas so it makes sense) that have multi-generational camps that we all picture as part of the New England lake vernacular. The lakes are also,

from what I am learning, a place for the elite in the country to go and hide — I won't tell you who is here because that wouldn't be nice — but it's pretty cool. Other folks who winter over are young retired folks, too few young families escaping Portland (not kidding, really, someone said that to me), and some mainstream middle class families and/or retirees. Many seniors who grew

(cont'd on page 8)



BRIDGTON ME, CONT. FROM P. 7

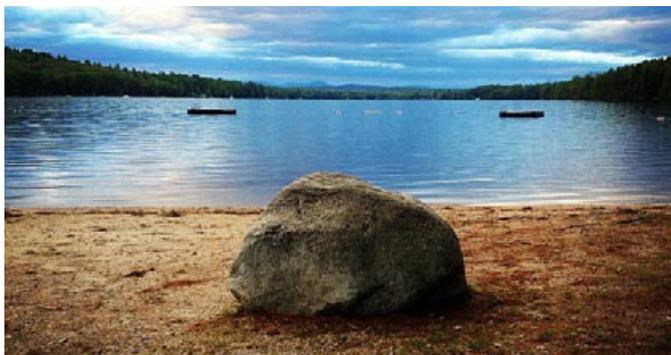
up here and in some cases worked at the mills that were here make up the growing numbers of our demographic. Also, as noted before, there are many families who do not know how they will feed themselves or heat their homes.

Visitation is mostly either folks owning renting camps or day trippers. We do have some hotel rooms, but not enough. Our ski area gets about 125,000 skiers a year, which is pretty good! We do want to increase our visitation; we are working on increasing our festivals as a way to promote the area. Another economic goal is to build a decent wastewater system, enhance the downtown more, and to bring some industry/business for local job growth.

So, in the world of branding in economic development — how do you brand that? Maybe the answer is you don't brand it? What's neat about Bridgton is that it's not just one simple thing. We have brilliant inventors standing in line for a sandwich behind someone like, well, me! What makes Bridgton different is the people.

The focus I have used thus far, in working with the Bridgton Economic Development Corporation, is that this is a great place to live — and *it is* a great place to live. I am working with the Comprehensive Plan Committee on a Comprehensive Plan update and we are hearing from folks that they want growth, but they don't want to become an unnamed town in New Hampshire that is touristy, nor do they want Bridgton to become another unnamed town, in Maine this time, that has all the national chains of retail/restaurants that you can think of having in one spot (I like the staff in those towns so I won't name them.)

To me, the key is to work on form based-like codes to keep the scale and charm of the area. It's the first step to ensure some reasonable control over new development and re-development. I am lucky, in a way, that Bridgton has no zoning beyond the state mandates for shoreland, floodplain, and subdivision as well as site plan for commercial projects (though I admit I was horrified when I found this out on my first day.) I get to go, then, from 0 to 120 in the zoning world and can address the



concerns, but allow for the reasonableness and common sense design approach that is inherent in the New England culture.

Bridgton is also lucky to have some creative developers who have turned formerly derelict buildings into inviting, even hipster places (don't tell my 20-year-old I just said "hipster"), another key to keeping the sense of place. No comp plan, no land use code will succeed without a willing property owner to not just "play by the rules" but craft them, in our case, before they are even written.

As we work on creating an identity and keeping it, as well as create a strategic plan for our growth, I feel confident that this rural community will succeed in reaching economic stability without losing what makes us cool.

And yes, Bridgton was the setting for the book *Under the Dome* by Steven King, which also is pretty cool. I am lucky to be here for sure! 🍷

*Anne M. Krieg, AICP (ecodevdir@bridgtonmaine.org) is Director of Planning, Economic & Community Development for the Town of Bridgton, ME.*



# Airport Land Use and Economic Impact — What's the Connection?

by Regan Massey, AICP

A single-family residential development, a big-box store, and a multi-field recreational complex are all types of development that as planners, we see every day. How often though, do we stop and consider the possible impacts of these developments on one of the most important economic engines in our communities — airports? In 2011, the Federal Aviation Administration (FAA) issued “The Economic Impact of Civil Aviation on the U.S. Economy” noting that in 2009, civil aviation supported 10.2 million jobs, contributed \$1.3 trillion in total economic activity, and accounted for just over five percent of the total U.S. Gross Domestic Product (GDP). What is even more impressive is that these figures reflect the economic impact of aviation after the economic downturn and recession of 2008.

Planning for compatible land uses around airports can be challenging for many reasons, and as such, can

easily be ignored. However, the issue of airport land use compatibility continues to surface when we hear of aircraft accidents like the recent UPS crash in Alabama, or the landing of US Airways Flight 1549 in the Hudson River. These incidents, although tragic, remind us of the importance of planning for compatible land use near airports and making it a daily consideration when evaluating development near airports from coast to coast.

Understanding the ins and outs of planning for land uses that are compatible with aircraft operations can be complicated, and as such, the FAA is working to provide updated guidance (in the form of an Advisory Circular [AC]) on the topic that planners can use to guide and manage the types of development taking place near airports. This new AC will replace previous guidance that focused only on height-related issues (such as tall

*(continued on page 10)*

Credit: Mead & Hunt, Inc.



Example of land uses surrounding an airport at the Lawrence J. Timmerman Airport in Milwaukee, WI.

AIRPORT LAND USE, CONT. FROM P. 9

structures) and will provide the comprehensive information that community and airport planners need to achieve compatibility.

The benefits of compatibility planning are multifaceted. The most important, of course, is safety for people in the air and on the ground near airports. There are several primary land use compatibility issues that should be considered and evaluated when assessing a proposed land use or development. A few of these include attractiveness to wildlife, obstructions to a pilot's vision, and concentrations of people. The revised FAA guidance will provide greater detail on what these safety/compatibility issues are and how they should be evaluated.

In addition to providing safe operating environments for aircraft, planning compatible uses near airports can help reduce the amount of aircraft noise issues within a community. When certain types of development take place near an airport, such as residential (single and multi-family homes, etc.) and institutional (schools, churches, etc.), it is likely they will be impacted by aircraft noise. Common impacts can include annoyance, sleep disturbance, vibration, and more. Limiting these noise-susceptible uses near airports can boost the image of the airport within the community, and reduce aircraft operational limitations.

What can often be overlooked, are the economic benefits of airport compatible land use planning. In order to achieve maximum economic impact from an airport, it should have a safe operating environment and positive reputation within the community — both of which can be achieved in part by compatibility planning. But what are the economic impacts of an airport? To answer this question, a look at both the direct and indirect impacts must be taken.

One of the most commonly recognized economic impacts of an airport is the provision of jobs within a community. Whether an airport supports commercial service by an airline(s) or serves General Aviation (GA) aircraft only, the airport provides jobs in the community by employing administrative and operational staff. Furthermore, the availability of an airport brings visitors and businesses to a community that spend money at local establishments and purchase local products. The availability of an airport can also attract businesses to locate or relocate in a community, resulting from the necessity for on-demand transpor-

tation of people and goods. These businesses in turn provide additional jobs and tax revenues for the local economy.

Other economic benefits of airports include the collection of landing fees and hangar rental fees, along with fuel sales that all contribute to the operating budget of an airport. If the airport has enough activity, it can be self-sustaining and require no taxpayer dollars to operate — further increasing the benefit to the local community. All of the airport-related economic activity gets cycled and recycled within the local economy and feeds into larger regional and state economies through indirect and spinoff impacts.

The economic benefits of airports cannot, and will not be fully recognized if land use compatibility issues are present. If incompatible uses are developed around an airport, the following can result:

- Safety issues that may deter airport users (businesses, visitors, etc.) from using a particular airport;
- High levels of annoyance and quality of life issues for noise-sensitive uses that may cause community opposition to an airport's continued operation;
- Restricted operations for aircraft (limited times of operation, modified traffic patterns, etc.) that may prevent future users from utilizing an airport; and much more.

Therefore, it is absolutely critical for numerous reasons that airports and their local communities plan accordingly for airport compatible land uses. Not only does incompatibility have the potential to hinder the safety of persons in the air and on the ground, but it can also impact the quality of life for nearby residents, and can greatly limit the ability for an airport to be a strong economic engine within the local community.

Look for the FAA's updated AC on airport compatible land use planning to be published late 2014. ■

*Regan Massey, AICP ([regan.massey@meadhunt.com](mailto:regan.massey@meadhunt.com)) is an Aviation Planner with Mead & Hunt, Inc. in Lansing, MI.*

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**One of the most  
commonly  
recognized  
economic impacts  
of an airport is the  
provision of jobs  
within a community.**

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For a complete listing of all National  
Economic Development Organizations,  
see [www.eda.gov/nedo.htm](http://www.eda.gov/nedo.htm)

## APA Community Planning Assistance Teams

The Community Planning Assistance Team (CPAT) initiative is an AICP component of a broader APA Community Assistance Program.

By pairing a multidisciplinary team of expert planning professionals from around the country with community members, key stakeholders, and relevant decision makers, the place-based initiative seeks to foster community education, engagement, and empowerment.

Each team is selected for the specific expertise needed on the project to offer pro bono assistance in developing a framework or vision plan that promotes a sustainable, livable, economically vibrant, and healthy community.

Communities facing a range of challenges including, but not limited to, social equity and affordability, economic development, sustainability, consensus building, and urban design are well-suited for assistance through the program. Projects focus on localities with a demonstrated need for assistance, where planning resources and expertise may not otherwise be available. Learn more at [www.planning.org/communityassistance/teams](http://www.planning.org/communityassistance/teams).

### Useful Calendars

- American Planning Association  
[www.planning.org/calendar/](http://www.planning.org/calendar/)
- International Economic Development Council  
[www.iedconline.org/?p=Conferences](http://www.iedconline.org/?p=Conferences)
- Lincoln Institute of Land Policy  
[www.lincolnst.edu/news-events/calendar](http://www.lincolnst.edu/news-events/calendar)
- National Association for Business Economics  
[www.nabe.com/calendar](http://www.nabe.com/calendar)
- Urban Land Institute  
[www.uli.org/Events.aspx](http://www.uli.org/Events.aspx)

### THOUGHTS FROM THE CHAIR, CONT. FROM P. 2

to share your expertise as well as to help identify deserving communities in need of low-cost planning assistance. Be sure to check out the link for more information and deadlines.

Finally, I am excited about this content-rich issue of the Economic Development Division newsletter. What's equally exciting is the manner in which the articles came about — networking! Read more about it in the "From the Editors" column...In addition to reading the wonderful articles in this issue, be sure to frequently check our [LinkedIn Group](#) to monitor ongoing discussions on timely topics — many of which have broad appeal and may lead to in-depth articles and webinar or conference sessions. A recent example is a discussion on economic development's roles in disaster recovery and planning for community resiliency. Share your thoughts on this — and any other topic of interest — and keep the discussions going.

And as always, thank you for your membership in the Division. 🏡

— Julie Herlands, AICP



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## APA Economic Development Division Travel Scholarship

Submission deadline January 15, 2014

Applications are invited from Master’s level students enrolled in PAB-accredited planning departments in the United States, as well as individuals who have graduated from those programs in the past year. The \$1,000 award is a travel scholarship provided by the Division to support attendance at the national APA meeting. The award will be decided on the basis of a letter of recommendation from a faculty member and an original student paper or work that is 2,500 words or less. The original student submission should speak to practitioners about a substantive topic related to economic development and planning in the United States.

The winner will be notified by February 15, 2014 and the scholarship will be presented at [APA’s National Planning Conference in Atlanta, April 26-30, 2014](#). The paper will also be published on the Economic Development Division website and distributed electronically to division members. All submissions and inquiries should be directed to:

Margaret Cowell,  
 Assistant Professor, Urban Affairs and Planning  
 Virginia Tech  
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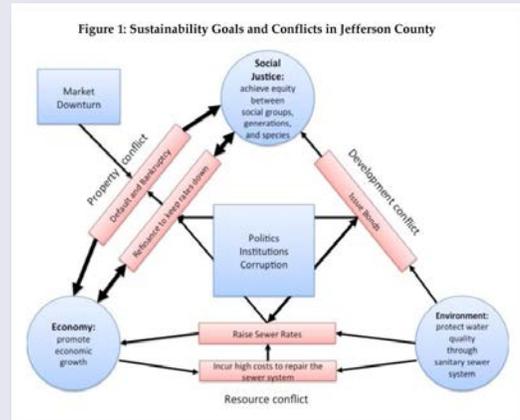
### 2013 Scholarship Winners

This 2013 Scholarship winner was **Parrish Bergquist** from the University Of Michigan. Bergquist’s paper [“The Fiscal Bluff: Debt and Sustainability in Jefferson County Alabama,”](#) considered that community’s 2011 bankruptcy. Exploring how municipal debt affects economic development, the paper uncovered important related impacts on environmental and social equity concerns that emerged from that community’s crisis.



**Implementing the Portland Metro Export Initiative through Regional Clusters: How effective is it?**  
 Kelly Moosbrugger & Alison Wicks, Portland State University  
 October 2012

social equity concerns that emerged from that community’s crisis.



The Scholarship Jury also recognized **Kelly Moosbrugger and Alison Wicks** from Portland State University. Their submission, [“Implementing the Portland Metro Export Initiative Through Regional Clusters: How Effective Is It?”](#), applied traditional economic impact analysis through an industry cluster lens to a topic that is increasingly a matter of concern across the nation.

## Welcome to Our New Members

Helen Bean	Emeryville, CA
Zachary Burt	Charleston, SC
Randy Cesar	North Miami, FL
Robin Crowther	Page, AZ
Kelly de Schaun	Galveston, TX
Nikki Estrada Diaz	San Jose, CA
David Do	Washington, DC
Abby Eisen	Clayton, MO
Glenn Grimshaw	New York, NY
Chris Koch	Pittsburgh, PA
Vivian J. Likes	Angola IN
Jelani Linder	Decatur, GA
Gabriel Maldonado	San Antonio, TX
Victoria Mason-Ailey, AICP	New York, NY
James May, AICP	State College, PA
Ray Morris	Birmingham, AL
Christopher Neubecker, AICP	Englewood, CO
Juan J. Nieves	Nutley NJ
Laura OConnell	Atlanta, GA
Lilly Okamura, AICP	Ventura, CA
Aksel Olsen	Oakland, CA
Zakkiyyah Osuigwe	Pensacola, FL
Janice Pokrant	Del Rio, TX
Jeffrey Pruitt, AICP	Decatur, AL
Daniel Rathman	Jersey City, NJ
Brandon Robinson	Richmond, VA
Yichuan Shi	Tempe, AZ
Holly Smith	Ashland, OR
Christopher States	Savannah, MO
Amanda Torres	Ingleside, TX
John Van Dyke	Boise, ID
David W. Woods, AICP	Port Jefferson, NY
Corey Young	McKinney, TX

## Please Take Our Survey!

We need your help! The Economic Development Division is one of the largest divisions in the American Planning Association. To help it remain a leader in APA and provide the best services to you, our members, we are asking you to participate in a short survey which will help our officers refine the Division’s annual work program and set priorities for the coming year.

The survey has 17 questions and should take you only a few minutes to complete. Thank you for your time and commitment to the APA Economic Development Division!

Please take the survey by October 31st!  
[www.surveymonkey.com/s/JWVGNRV](http://www.surveymonkey.com/s/JWVGNRV)

We will report the survey results in a future issue of *News & Views*.

— Robyn Eason, EDD Membership Coordinator (robyneason77@gmail.com)

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## Update Your APA Profile!

So that we don't lose touch...please be sure that your contact information is correct in your APA profile. Go to [www.planning.org/ecommerce/account/edit](http://www.planning.org/ecommerce/account/edit), enter your APA ID (from *Planning* magazine mailing label or invoice) and verify your record. To reset your password, go to [www.planning.org/login/help.htm](http://www.planning.org/login/help.htm). Need help? Contact Customer Service at [www.planning.org/customerservice](http://www.planning.org/customerservice).

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