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**FERNALD COMMUNITY REUSE ORGANIZATION MEETING, AUGUST 17, 1996
HANDOUTS (THIS IS ANOTHER SET OF HANDOUTS AND PAMPHLETS FROM
THE MEETING)**

08/17/96

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HANDOUTS

Notice of Available Technical Assistance from the National Council for Urban Economic Development

The National Council for Urban Economic Development (CUED) has been retained by the US Department of Energy (DOE) to provide technical assistance to communities that have been or will be adversely affected by the downsizing and closure of DOE facilities.

Using a technical assistance team selected from our distinguished pool of economic revitalization experts, CUED can come to your community to assist you in developing a strategy for recovery. The CUED technical assistance team will consult individual communities on issues such as worker retraining, business expansion and business attraction. Within each community, the CUED team will also examine the organization and development of community partnerships, the economic development implications of environmental clean-up, and issues specific to each individual community.

Who Is CUED?

CUED is the premier national economic development practitioner's organization. Established in 1967, CUED was formed by a handful of professionals testing a new approach to economic revitalization -- the use of public resources to leverage large amounts of private reinvestment in our nations cities.

Today, CUED is comprised of over 1,600 members -- the country's pre-eminent professionals from city, county and state development agencies; chambers of commerce; neighborhood groups; and professionals in private sector development. Economic development professionals use their CUED membership to create connections that enable them to act decisively and effectively at the local level.

In addition to a host of general services we offer to all of our members, CUED provides its Technical Advisory Service to link individual communities with the most highly respected economic development specialists in the field today. The Technical Advisory Service was established to provide a range of specialized assistance to help solve specific problems in the field. The specialized services provided include: technical assistance, consulting, research, facilitation and training services. We often design technical assistance teams which are comprised of CUED staff and CUED members. By calling on the services of our members, we are able to tap into the knowledge of

individuals who have day-to-day, hands-on experience with the issues that the technical assistance team is addressing.

What Will CUED's Assistance Address?

The Department of Energy has had to adjust 22 facilities to conform to the post cold war world, as well as to accommodate across-the-board cuts in the federal budget. Similar to recent military bases closures, the downsizing and closure of DOE facilities is having a resounding impact on the local communities that house, support and benefit from the facilities. The economies of these communities are strongly tied to the DOE facilities, the majority depending on DOE as a major employer for over two generations.

CUED will provide economic development assistance to those communities affected by the Department of Energy Defense Nuclear Facilities Work Force Restructuring Plan and that have formally requested this assistance through the DOE Office of Worker and Community Transition. Working with the Office of Worker and Community Transition as well as with the Economic Development Administration, CUED will help these communities adjust to downsizing and closure of DOE facilities and prepare for new economic opportunities.

CUED's primary goal in providing this technical assistance will be to assist community leaders in designing and implementing *effective* economic development strategies. CUED will work with each community to identify many of the issues created by DOE downsizing, including the need for worker retraining, business attraction and business expansion. Our technical assistance teams will examine the current environment within each community to assess the potential for economic development. The teams will help to develop strategic economic development policies, programs and initiatives to address the specific issues in each community.

How Will CUED Assist Us?

Each technical assistance team will conduct a preliminary needs assessment of each community. Once this preliminary needs assessment is complete, the CUED teams will conduct an on-site technical assistance visit in each community. These on-site visits will be designed as a series of intensive interviews and in-depth discussions. This format will bring problems to the table to be discussed openly with experts who understand the constraints and opportunities related to economic transition.

The CUED technical assistance teams will assist in developing strategic economic development plans. This work is intended to complement existing community efforts to revitalize effected economies. CUED will also assist in identifying the following: specific obstacles to economic development; programmatic options that can help create a more strategic redevelopment effort; and

available methods and resources, such as state and federal economic development programs, that can facilitate the recovery process.

The CUED teams will work with local Community Reuse Organizations (CROs) to facilitate the transition of economies from DOE dependency. CUED will assist the CROs in coordinating supporting the local economic development plan.

The final product of this technical assistance project will be a report detailing the recommendations made by the CUED expert technical assistance team. This report will provide a strategy which will allow local officials to implement the recommendations of the CUED experts.

How Does My Community Sign Up for Assistance?

This technical assistance project represents a significant opportunity for communities affected by DOE downsizing. Steven Kinney, the president of the Greater Oxnard Economic Development Corporation in Oxnard, CA recently acknowledged the benefits of this technical assistance: "Based on my experience with CUED, their knowledge and experience will undoubtedly add substantial value to the recovery efforts of communities that participate in this project."

The Office of Worker and Community Transition at DOE is seeking to have as many communities as possible take advantage of this assistance. However, we are limited to assisting 11 communities, and several communities have already signed up to participate. To participate in this technical assistance project, please contact:

Robert Baney
Office of Worker and Community Transition:
US Department of Energy
1000 Independence Avenue
Washington, DC 20585
(202) 586-3751

We Make
Connections
That Work



The National Council
for Urban Economic Development



Our connections have been stimulating economic development for over 25 years

As a professional involved in local development, you know how tough it is to keep businesses vibrant, tax bases healthy and people employed. Maintaining a healthy urban economic base requires the right balance of resources, energy and talent. And while your individual effort is crucial, success depends on **connections**—linkages forged between the public and private sectors.

The National Council for Urban Economic Development (CUED) is the premier national economic development practitioner's organization. Established in 1967, CUED was formed by a handful of professionals

testing a new approach to urban revitalization – the use of public resources to leverage large amounts of private reinvestment in our nation's cities.

Today, over 25 years later, CUED is 1,300 members strong, comprised of elected officials and staff in city, county, and state development agencies, chambers of commerce, neighborhood groups, as well as professionals in private sector development. With CUED as a central force, economic development professionals use their membership to create **connections** that enable them to act decisively and effectively on the local level.

While some of the key issues facing



In 1974, Senator Hubert Humphrey promotes economic development, calling for an "Agenda for Economic Action."

Then Vice President George Bush presents keynote address to CUED's 1984 Awards Lunch.





We Make
Connections
That Work

CUED DUES STRUCTURE



The National Council for
Urban Economic Development
1730 K Street, N.W.
Washington, D.C. 20006
202 223 4735



CUED DUES STRUCTURE

CLASS	CATEGORY	Dues	# of Members
Public Agency	500,000 and over	\$995	4
	City, county and state public agencies with population of at least 500,000		
	200,000-499,999	\$695	3
	City, county and state public agencies with a population of above proportion		
	100,000-199,999	\$395	2
City, county and state public agencies with a population of above proportion			
Non-Profit	Under 100,000	\$295	1
	City, county and state public agencies which fall under 100,000 in population		
	Over \$1,250,000	\$995	4
	Not-for-profit organizations and agencies with an operating budget of over \$1,250,000		
	\$750,000-\$1,250,000	\$695	3
Not-for-profit organizations and agencies with an operating budget within the above parameters			
\$250,000-\$750,000	\$395	2	
Not-for-profit organizations and agencies with an operating budget within the above parameters			
Under \$250,000	\$295	1	
Not-for-profit organizations and agencies with an operating budget within the above parameters			



Additional Members

Name _____

Title _____

Organization _____

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

Name _____

Title _____

Organization _____

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

Name _____

Title _____

Organization _____

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

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Halcyon Real Estate Advisors/
Ernst & Young
Washington, D.C.

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New Jersey Economic
Development Authority
Trenton, NJ

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Vice President for Real Estate
Development
Playhouse Square
Foundation
Cleveland, OH

Michael J. Montgomery
Manager, Economic
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Community Affairs
Pennsylvania Power & Light Co.
Allentown, PA

Members of the Board continues on back.



Members of the Board continued.

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CUED DUES STRUCTURE

CLASS	CATEGORY	Dues	# of Members
Utilities	Over \$1,250,000	\$995	4
	Utilities with an economic development budget of over \$1,250,000		
	\$750,000-\$1,250,000	\$695	3
	Utilities with an economic development budget within the above parameters		
	\$250,000-\$750,000	\$395	2
Utilities	Utilities with an economic development budget within the above parameters		
	Under \$250,000	\$295	1
	Utilities with an economic development budget within the above parameters		
Institutions	Universities/Libraries	\$295	1
Consultants	Consultants - EDB >\$1M	\$995	4
	Private entities whose Economic Development Billings are above \$1,000,000		
	Consultants - EDB <\$1M	\$695	3
	Private entities whose Economic Development Billings are below \$1,000,000		
Private	Consultants-Sole Practitioner	\$295	1
	Corporate Development Partners ..	\$995	4
	Private sector participants in the economic development process including banks and real estate development companies		
Students	Full Time Students Only	\$50	
Foreign Members	City, county and state	\$395	
	public agencies with any population and not-for-profit agencies		



CUED MEMBERSHIP DUES STRUCTURE

PUBLIC AGENCY

A public agency is defined as one whose programs are primarily supported by tax dollars or other public resources in a single recognized political jurisdiction. Membership dues are defined by the population size of the jurisdiction that the agency serves.

NON-PROFIT

A non-profit agency is defined as one who has received (or applied for) a designation under Section 501(c) of the IRS Code. Some or all of the organization's revenue must come from the private sector or multiple public jurisdictions. Dues are based on the organization's economic development budget.

INSTITUTIONS

This category is defined by those academic institutions or libraries with economic development responsibilities and/or research interests.

PRIVATE

A private membership is defined as an individual or corporation interested in economic development. Dues for utilities are based on economic development budgets. Dues for consultants are based on billings for the previous tax year. Corporate development partners include bankers and real estate development companies.

STUDENTS

Full-time students at any level are welcome into the CUED family. Certification of full-time student status is required from an accredited institution.

Each membership entitles a specified number of individuals to receive all of the privileges of a CUED membership.

CUED SERVICES

PERIODICALS

- 22 issues of *Developments*, a biweekly newsletter
- 6 issues of *Economic Development Abroad*, a semi-monthly bulletin
- 4 issues of *Commentary*, a quarterly journal
- Legislative and federal program updates

LEGISLATIVE AND REGULATORY ANALYSIS (new service)

- Federal budget review and update
- Tracking and analysis of legislative review and regulatory initiatives
- Maintaining ongoing educational support for Federal agencies and Congressional offices

PUBLICATIONS

- Information Service Reports on practical technical topics
- Guidebooks and manuals for how-to information

INFORMATION CLEARINGHOUSE

- A library and resource network for the research and information needs of members

CONFERENCES AND WORKSHOPS

- Regional and national conferences on varying topics of interest

TECHNICAL ASSISTANCE

- Research staff support for special projects
- On-Site technical support to economic development professionals*
- Facilitation support for local economic development task forces

*An extra fee is charged for this service.

We put you in touch with people & information

As a CUED member, you will join a vital network of over 1,300 top economic development professionals in the country. Through publications, legislative analysis, conferences, networking and technical assistance, CUED will keep you attuned to the challenges and opportunities you face today and in the years to come.

economic development professionals have changed in the past quarter century, CUED's mission has not. Our primary objectives include:

- developing policies for local economic development;
- sharing proven techniques in stimulating economic growth;
- monitoring, analyzing and communicating current legislation affecting urban economic development;
- encouraging members to mobilize in response to legislative issues;
- serving as a clearing-house for information on local economic problems and solutions; and
- providing discounts for travel and professional development such as training and books.



CUED has a prestigious awards program presented at the Annual Conference. Terrence Duvernay, Deputy Secretary for the U.S. Department of Housing and Urban Development (second from left) presents the deLuca Memorial Award for Professional Excellence to Philip Hammer (second from right). Looking on are CUED President Ioanna Morfessis and CUED Board Member John Walsh.

Connection #1-

Keeping a Sharp Eye on Washington

At CUED, we have always trained a watchful eye on Washington. But this year we are sharpening our focus, enhancing our legislative analysis services, following pending regulations, monitoring the new administration on domestic policy issues, representing the economic development profession at Congressional hearings and on government task forces, keeping our members up-to-date on information that will affect their activities on a local level, and encouraging them to respond as needed.

We'll keep you current on any legislation that might impact your

local economic development plans, with **Legislative Bulletins**, our special updates, published whenever federal action affects local development. You'll also receive our regular reports, including **Economic Development Year in Review** and the **Annual Federal Budget Report**. Special Legislative Reports detail economic development proposals in the federal budget and review Congressional action on economic development issues.



CUED brings you timely updates on political news from our vantage point just blocks from Capitol Hill.

Let CUED be your eyes and ears in Washington. From our vantage point just four blocks from the White House, we can bring you the political news *as it happens*, putting it into meaningful perspective for your local activities.

Connection #2-

Developments – Timely Information, Tips, Tools and Trends



Developments provides current information on federal programs, Congressional activities and innovative development projects.

Published exclusively for CUED members 22 times a year, **Developments** brings you current information on federal programs and Congressional activities. A showcase, too, for innovative economic development projects, **Developments** will help you create new strategies to solve your own local problems. The newsletter also highlights state and local programs as they

relate to small business issues, large-scale real estate projects and new financial tools. You'll find reviews of recent publications in the field and an extensive listing of employment opportunities from across the U.S.



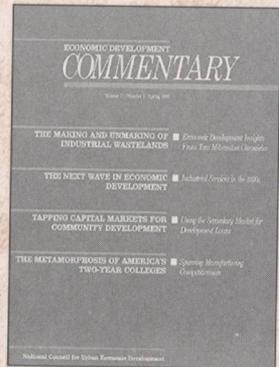
Connection #3-

Commentary— In-Depth Coverage of Critical Economic Development Issues

In addition to **Developments**, CUED members receive **Commentary**, our quarterly magazine devoted to economic development issues and innovations. **Commentary** also includes practical information on development tools and case studies of successful public-private development efforts. Recent articles have focused on bank CDCs as a new financing resource for economic development; the benefits and problems of foreign trade

zones; and a case study of the actual implementation of a strategic economic development plan.

Commentary is available to non-members on a subscription basis. If you're involved in economic development, don't miss out on this vital publication, one of the best economic development periodicals in the field.



Published quarterly, *Commentary* offers detailed coverage of economic development issues and strategies.



Connection #5-

Special Publications and Reports – Technical Information & New Ideas to Help You Succeed

CUED members rely on our publications and special reports for a wealth of new techniques and concepts to help in local economic development problems. Topics of recent publications include:

- Exchanging Ideas Across the Globe
- Technology Transfer and Economic Development
- Trends in Economic Development Organizations: A Survey of Selected Metropolitan Areas

- Forces in the New Economy: Implications for Local Economic Development

We'll keep you informed of new reports as they are published, giving you access to up-to-the-minute data from across the U.S. and around the world. And, as a CUED member, you're entitled to discounts on CUED publications.



Keep abreast of the most vital and proven approaches in special reports designed to help you on a local level.

Connection #6-

CUED Conferences & Workshops – Network with Peers, Meet the Experts, Gain New Insights



Henry Cisneros, Secretary, U.S. Department of Housing and Urban Development, speaks at CUED's Annual Conference.

CUED sponsors an Annual Conference and a series of technical conferences each year that bring economic development professionals together from across the country.

The Annual Conference is viewed as one of the leading economic development conferences held each year. Attendees meet nationally prominent experts from both the public and private sectors, and are invited to take advantage of field trips to nearby significant projects. It's an excellent opportunity to interact with America's most respected specialists and to meet informally with peers during several information-packed days.

Throughout the course of the year, CUED also sponsors conferences and workshops around the country, allowing practitioners an opportunity to talk with top economic development experts. Focusing on a single development topic, recent conferences have covered such topics as:

- Financing Economic Development Activities
- Telecommunications and Local Development
- Real Estate Public/Private Partnerships
- Neighborhood Revitalization

As a CUED member, you and your staff are eligible for reduced fees for CUED conferences.



Connection #7-

Technical Assistance— On-Site, On-Demand Expertise

Facing an extremely challenging economic development problem? As a CUED member, our teams of advisors are on call to bring their expertise right to your doorstep. We send our Technical Assistance teams to cities and communities throughout the U.S. to provide on-site guidance on the best development strategies for local officials. For example, we have recently provided technical assistance to New York City, Buffalo, Detroit, Baltimore and Portland, Oregon.

CUED has assisted over 70 communities in the past decade, including efforts supported by the Department of Commerce, Department of Transportation and the Department of Housing and Urban Development. Projects

have addressed such issues as international competitiveness, community revitalization and land use linkages with public transportation.



CUED sends expert Technical Assistance teams into the field for on-site consulting, helping to solve problems on a local level.

Make the Connection that Counts

Only one connection brings economic developers so many benefits – membership in CUED. CUED puts you in touch with the field's top professionals, your peers from around the country, timely information, legislative analysis, on-site technical assistance, and much more. And, as a CUED member, you can take advantage of many of these opportunities at special discounted rates.

Let CUED help you achieve your maximum potential. Join CUED today and put our connections to work for you.



The National Council
for Urban Economic Development

1730 K Street, N.W.
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Washington, D.C. 20006
202 223 4735
FAX 202 223 4745

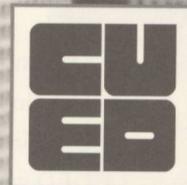
MAKE YOUR
CONNECTIONS
COUNT.

C U E D

T E C H N I C A L

Advisory

S E R V I C E



CUED CAN
HELP YOU
SOLVE YOUR
TOUGHEST
ECONOMIC
DEVELOPMENT
PROBLEMS.

PUT OUR RESOURCES FOR YOUR COMMUNITY.

Cities and communities across America struggle with many of the same economic development problems. Yet, as an economic development professional working in your own community, confronting a complex problem can make you and your colleagues feel isolated and unsure of the best solution. Add intense pressure from conflicting factions and you have all the ingredients for difficult decision-making. That's where the National Council for Urban Economic Development (CUED) can help.

We've been making important connections for more than 25 years.

Established in 1967, CUED is the premier national economic development practitioner's organization. Today, more than 25 years later, CUED is comprised of over 1,400 members — the country's pre-eminent professionals from city, county and state development agencies, chambers of commerce, neighborhood groups, as well as professionals in private sector development.

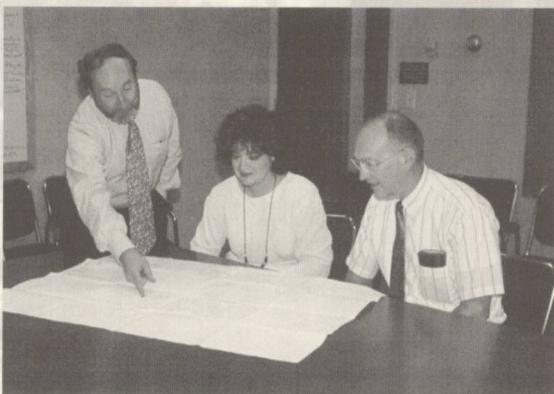
With CUED providing a solid foundation, members use their affiliation to create connections that enable them to act decisively and effectively on the local level.

CUED is your link to experts in virtually every aspect of economic development.

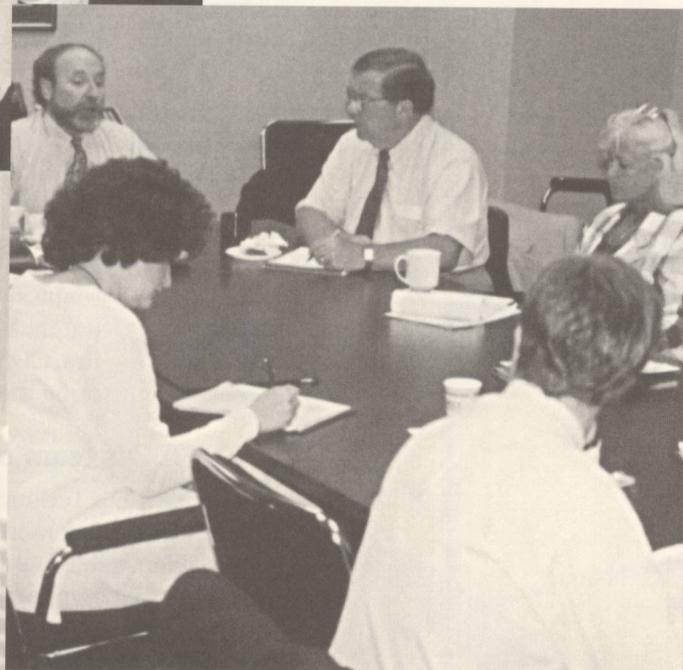
The next time you face a complex economic development issue, or even a simpler problem that is new to you or your community, think of CUED. We are called upon to help local economic development professionals:

- Solve critical problems;
- Address an approach to economic development;
- Determine how to organize for economic development;
- Develop technology transfer programs; or
- Establish new priorities for existing organizations.

CUED is staffed by some of the most highly respected economic development specialists in the field today — specialists who are in touch



TO WORK



CUED is staffed by some of the most highly respected economic development specialists in the field today –

with the issues and solutions affecting communities across the U.S. and around the world. We often lend our expertise to individuals and organizations in need of outside assistance; or we call upon the skills of our diverse membership to provide specialized consulting services to supplement our own.

In addition to the general services we offer to all of our members, we provide a complete range of fee-based, specialized services to help solve specific problems in the field. These specialized services include:

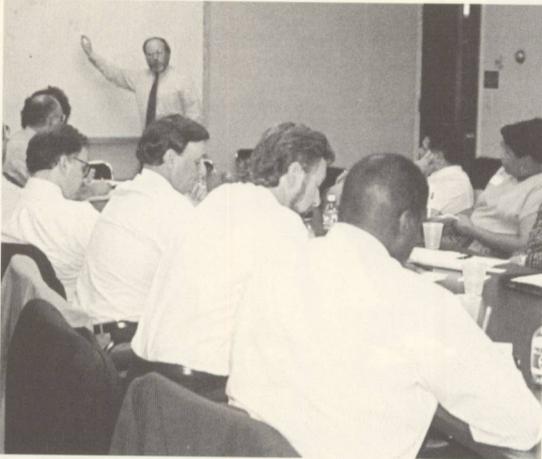
- Technical assistance;
- Consulting;
- Research;
- Facilitation; and
- Training services.

Take a closer look at how CUED's specialized services can help you solve your own local economic development problems.



Our Technical Advisory Service brings national experts to your doorstep.

One of CUED's most valuable services is on-site technical assistance. We created our Technical Advisory Service to help bring the expertise of your peers to your local community. Typically, we are called in to help solve a specific economic development problem — how to select a rapid transit route, site a major league sports arena, or improve the economic viability of a small city.



We assemble a customized team of experts — fellow CUED members trained and experienced in dealing with *your* specific problem. CUED members have successful, hands-on expertise in every aspect of local economic development, from export promotion and entrepreneurial development to industrial rehabilitation and infrastructure finance. These members employ a wide range of development skills, including strategic planning, marketing, financial packaging, negotiating and program management.

It's likely that our members have already dealt with a problem similar to your own. CUED can provide the critical connection between you and the knowledge you need. Having put their knowledge and skills to work in their own communities, CUED Technical Advisory Service advisors are ready to bring their objective expertise to your doorstep.

CUED's team of experts gets the job done.

CUED's Technical Advisory Service has been in operation for over 12 years, helping more than 70 communities formulate or improve their economic development policies and programs. Our advisory teams have been called upon to provide technical assistance on projects such as:

- Conducting research studies;
- Planning for economic development;
- Designing programs;
- Evaluating development programs;
- Building coalitions to address economic problems; and
- Organizing to implement new initiatives.

In addition to its work for states, cities and foundations, CUED's Technical Advisory Service has provided technical assistance through contracts from such federal agencies as the U.S. Department of Commerce, the Department of Housing & Urban Development, the Department of Transportation and the Department of Defense.



Problem solving is a three-step process.

Once our Technical Advisory team is assembled, we go right to work. The first phase of the project begins with **pre-planning**. In this phase, we ask that community officials send CUED as much background information as possible: documents pertaining specifically to the economic development problem, as well as general information on the community itself. CUED prepares a background paper and then supplements this information with data gathered from our own extensive resources.

The project then enters its second phase, the **site visit**. The Technical Advisory Team spends two to three days in your community to assess its problems, needs and opportunities based on in-depth meetings with key community officials and business leaders. In some cases, the site visits are concluded with a local media event to incite community interest; in others, they are low profile, dealing with highly sensitive or very technical issues.

In the third and last phase, the **final report**, CUED staff completes a detailed written report, with a draft sent within several weeks of the visit. This report details the program and policy recommendations.

CUED Technical Advisory Service: The economical way to put unparalleled talent on your team.

Mistakes that affect local economic development can be far costlier than bringing in outside experts — mistakes that cost you time, money and credibility. This is particularly true when you can gain access through CUED to others who have, in many cases, made these same mistakes and then learned from them.

CUED's Technical Advisory Service is a cost-effective way to bring valuable resources right to your door. And, unlike general consulting firms, CUED has extensive experience providing direct technical assistance to large and small communities across the country.

In addition, we maintain an unparalleled body of technical information on development issues for access by Technical Advisory Service members. So we grasp the issues immediately and deliver sound, proven solutions within a very short time frame.

Technical assistance costs are determined on a case-by-case basis, depending on the number of experts, the amount of time and travel required. Fees for projects have ranged from as little as \$12,000 up to \$35,000. As a non-profit organization serving the economic development profession, CUED will base your budget on our expenses incurred.

**CUED's Technical
Advisory Service
has been in
operation for
over 12 years,
helping more
than 70
communities
formulate or
improve their
economic
development
policies and
programs.**



TAKE A CLOSER LOOK AT TECHNICAL ASSISTANCE

■ Choosing the best site for a city's new sports arena.

Place:

Buffalo, NY

Problem:

Selecting the best site for a major new sports arena.

Strategy:

City officials identified two possible sites and retained CUED's Technical Advisory Service to prepare a detailed analysis to determine the better site.

Solution:

The Technical Advisory Service team spent three days in Buffalo, interviewing officials from the private and public sectors and evaluating the alternative sites. Both sites appeared viable and each had considerable backing. Based on the site visit, extensive research on other cities' experience, and the dynamic interaction among panelists and city officials, the team recommended one of the sites for development. Buffalo officials reached consensus based on the findings of the report and today the arena is close to ground-breaking.

■ Analyzing the potential impact of a regional shopping mall.

Place:

East Caln Township, Chester County, PA.

Problem:

A small community debates the pros and cons of a proposed regional shopping mall, yet officials feel ill-equipped to objectively and quantitatively assess its true impact.

Strategy:

Township officials call in CUED's Technical Advisory Service to analyze the potential impact and provide an action plan for mediating between developer and citizenry.

Solution:

CUED's Technical Advisory Service assembles a panel of experts from across the country with experience in assessing the effect of retail development. After conducting both the pre-planning and site visit phases, the panel analyzed the potential impact, considering such factors as traffic flow, "lifestyle," and overall financial ramifications. The final report recommended development but clearly delineated the developer's role in the process, an aspect of the proposal that had been previously omitted. Township officials were so satisfied with the CUED report that they distributed a copy to each household in the community.



CUED IN ACTION.

■ Developing an economic development action plan for a depressed community.

Place:

Lincoln Heights, OH

Problem:

Ford Motor Company operated a plant in a neighboring community to Lincoln Heights, a suburb of Cincinnati. Top management at Ford recognized that Lincoln Heights, an economically depressed minority enclave of approximately 5,000, was a community sorely in need of assistance. The company decided to get involved but management was unsure of the best way to help. Ford was seeking a long-term strategy for involvement, but officials from Lincoln Heights pressed for a simple grant. Ford management asked CUED's Technical Advisory Service to step in.

Strategy:

CUED recommended that Ford fund a CUED technical assistance team visit to determine the best strategy to bring economic development to Lincoln Heights. City officials balked at the notion of spending money on a study, but CUED convinced town leaders that a study would provide a working tool for the community. The study was approved.

Solution:

CUED's Technical Advisory Service conducted several site visits, meeting with the mayor and city council to review the study and its recommendations. CUED concluded that Lincoln Heights needed an advocate, an economic development professional whose sole task it was to fight for the community and open doors to state and federal funds. The technical assistance panel suggested that Ford use its funds to hire such a professional for a two-year period to work on the county development corporation's payroll. Lincoln Heights approved the plan. A representative was hired and succeeded in bringing employment to the city. New retail businesses were opened with the stipulation that local residents be hired as staff. Lincoln Heights entered the economic development mainstream and Ford Motor Company, in a partnership with Lincoln Heights' neighbor General Electric, made a significant contribution to the process. In 1994, Lincoln Heights was named by MIT Professor David Birch as one of the 10 largest metro submarkets for starting and growing a company.



■ Building a public-private coalition to create a long-term economic development plan.

Place:

Detroit, MI.

Problem:

The city's public and private sectors could not act in unison to solve mounting economic development problems. Development decisions were handled through the private sector, with the city government responding to private initiatives. Detroit's mayor recognized the need to bridge the gap between the public and private sectors in order to combat increased competition from Japanese and European car manufacturers, the recession and the economic and social dynamics unique to the city. Economic development officials contacted the CUED Technical Advisory Service to conduct a two-part study: (1) to analyze how other cities brought public and private professionals together to solve complex economic development problems; and (2) to develop a customized solution for Detroit.

Strategy:

CUED assembled a panel of experts who had experienced similar economic development problems from various cities across the U.S.: Philadelphia, Milwaukee, Pittsburgh and Dayton. The panel conducted a three-day site visit to Detroit, touring the area and meeting with key officials. The team then spent an additional day in conference analyzing its findings and designing a customized solution for Detroit.

Solution:

The CUED panel proposed four economic development models or variations for Detroit that would help bridge the gap between the public and private sectors. Each model placed responsibility for economic development within the private sector, with public sector involvement.

The panel recommended the creation of a public/private development agency, then outlined the functions, staffs, budgets and work programs for each of the four organizational models proposed. The team returned to Detroit to present the report. Officials chose to adopt one of the four models and raised \$3 million to operationalize the new agency. They then raised a \$5 million line of credit from 50 corporations that joined the program, as well as additional credit from the Economic Development Administration, the U.S. Department of Housing and Urban Development, and other public and private sources.

The new organization was instrumental in raising nearly \$13 billion in funds for economic development, primarily from the private sector, including a significant portion from foreign investors and bankers. In addition, the program inspired several of the city's largest companies to undertake significant economic development projects of their own, including a riverfront development project. To keep pace with the changing inner city, suburban developers spearheaded major new projects involving hotel, office and retail space.

Gradually Detroit became a viable investment opportunity for American, Japanese and European investors and bankers, building a climate of successful economic development which was spawned by the original study and recommendations set forth by the CUED Technical Advisory Service.

The Detroit Economic Growth Corporation called upon CUED once again more recently, this time to help the organization assess its direction for the future. President Robert W. Spencer recommended bringing CUED back in to heighten his team's awareness of economic development problems facing similar cities across the U.S. First, CUED was retained to conduct a literature review on topics including industry,



advocacy, industrial growth, and downtown development. CUED provided five volumes of information after completing an exhaustive search of current resources. The information was considered instrumental by Detroit's economic development professionals in guiding their own planning process. Second, CUED was asked to assemble a team of economic development professionals from across the country to conduct a site visit to Detroit. The team of advisors spent three days meeting with Detroit officials in seminars focusing on key problems facing the city today.

■ Our survey research skills are unsurpassed.

In addition to offering on-site technical assistance, many cities, communities and organizations involved in economic development have called on CUED for survey research services. CUED experts are highly skilled at survey design, information gathering, analysis and report writing.

Our staff has conducted specialized survey research on topics including industry salaries, how organizations are funded and incentive programs to encourage the use of industrial warehouse space.

Place:

Washington, D.C.

Problem:

The American Bankers Association wanted to compile examples of bank-based community development projects across the U.S. and make these examples easily accessible to members considering such projects in their own communities.

Strategy:

Retain CUED to edit the survey of U.S. banks and distill the findings into abstract form.

Solution:

CUED researchers compiled the information and marketing support materials from banks nationwide. CUED then distilled each program into a one-page abstract. The American Bankers Association staff scanned the marketing support materials into its computer system for inclusion in the new database. Now when member banks call the association for information on bank-based community development projects, each example is accessible in single-page abstract form.

ASOVP

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**When you
need objective
outside expertise,
you make
the call:
202-223-4735.**

CUED case studies illustrate proven solutions.

Because so many economic development issues are common to cities and communities nationwide, CUED maintains extensive data on how such issues are resolved. Typically, CUED is approached by an economic development official or organization with a specific local problem. Asked how others in the field have solved this type of problem, we often recommend the development of a case study, a detailed summary of comparable economic development problems and the strategies officials have devised to resolve them. The case study method enables us to utilize our vast wealth of resources, giving practitioners in the field the benefit of myriad solutions that have worked for their peers.

Our facilitation and training services prepare practitioners to solve local problems.

CUED values its role as a facilitator and educator in the economic development field. Our facilitation projects have included helping to develop a plan to transform an aging Watertown, NY industrial plant into a productive economic facility for the community. CUED experts have also facilitated a Petersburg, VA Community Task Force's discussions on identifying the city's crucial economic development issues over a period of six months.

Contracting with CUED: the choice is yours.

CUED technical assistance, survey research, case study, facilitation and training services are available to members and other economic development officials on a fee basis.

CUED technical assistance services *can be retained on a sole source basis*. But because we will not directly compete with our consultant members, CUED may be retained as a subcontractor through our consultant members for services beyond the scope of peer-to-peer technical assistance.

When you need objective outside expertise, you make the call: 202-223-4735.

If your city or community is facing a difficult economic development problem, don't face it alone. Find out how CUED can bring you the expertise you need — in the form of on-site technical assistance, survey research, case study, or facilitation and training.

A famous historian once said that those who do not study history are doomed to repeat it. The real history of economic development is not in books — it is in the memories of its leading practitioners. Through CUED, you can gain access to the actual case studies and recent history of projects like your own.

Call CUED today and ask for more information on our specialized services. Together we can solve your toughest economic development problems.



SEE WHAT PEOPLE ARE SAYING ABOUT CUED...

"The National Council for Urban Economic Development is a tremendous asset to municipal governments throughout the United States."

Sharpe James
Mayor
Newark, New Jersey

"I would certainly utilize CUED's services again for technical assistance. The report they prepared should be a real catalyst for action."

Kurt Chilcott
Director of Economic Development Services
City of San Diego, CA

"The results of this technical assistance by CUED have been invaluable in guiding the Local Development Corporation of East New York to higher levels of organizational proficiency and . . . to reach new levels of accomplishment."

Michael D. Brooks
Executive Director
Local Development Corporation of East New York

"CUED helped Ford Motor Company make a significant difference in a depressed community. They helped us do something more permanent than just writing a check."

Bob Reid
Community Affairs Manager
Ford Motor Company

"The city of Detroit initiated \$12.8 billion in economic development as a result of a seed planted by CUED."

Kenneth E. Dobson
Vice President
Commercial Real Estate and Business Development
Detroit Economic Growth Corporation

"We wanted objective, outside expertise and CUED offered us an impressive group of professionals. The panel provided lots of information that we would never have assembled on our own."

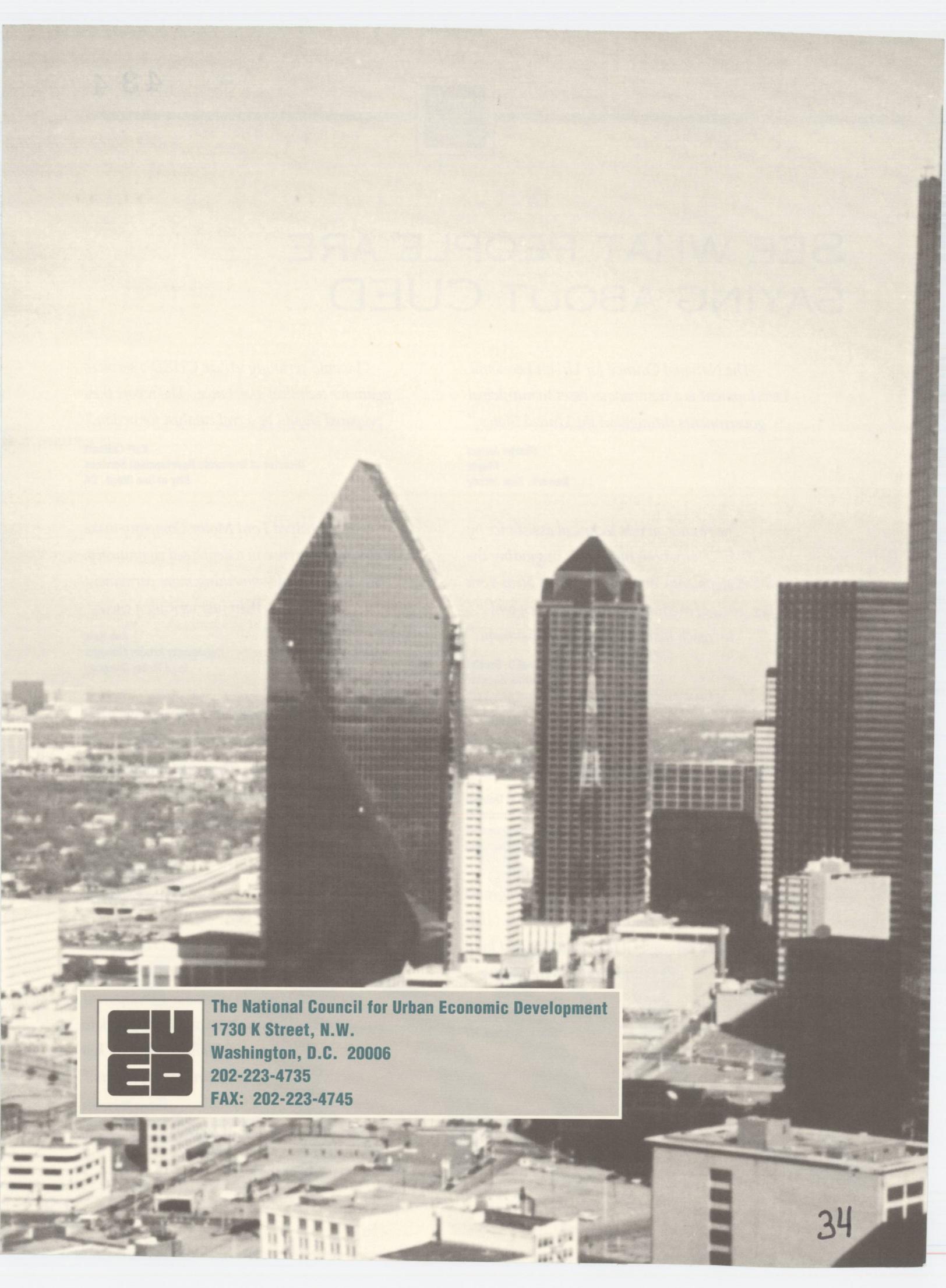
Edwin Hill
Township Manager
East Caln Township,
Chester County, PA.

"CUED gave us the opportunity for knowledgeable decision-making. The dynamic interaction that took place between CUED panelists and local officials was vital to the process."

Charles F. Rosenow
former Arena Coordinator
City of Buffalo, NY

"We felt that only CUED offered the combination of sophisticated survey research skills and hands-on economic development expertise. That's why we've gone back to CUED for assistance on several key research projects."

Ioanna Morfessis
President & Chief Executive Officer
Greater Phoenix Economic Council



SEE WHAT THE FUTURE
SAYS ABOUT CUED



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202-223-4735
FAX: 202-223-4745

A HISTORY OF CUED

By Ronald C. Kysiak

Dedicated to the memory of Ed deLuca and Andy Bennett, two men who left their mark on urban development professionals everywhere.

“A few weeks ago you expressed interest in the formation of the ‘HUB CLUB’, which we proposed as a concerted effort by cities to combat the loss of industry to suburbia.

Please excuse the delay in answering you but a fire in the building next to us spread to our building and put us out of business for a time.”

These were the first two paragraphs of a letter dated February 10, 1966, which went to 20 big city mayors and their development professionals. The letter was written by Ed deLuca, the director of economic development for the city of Baltimore.

Little did deLuca know that this letter was the beginning of what was to become the National Council for Urban Economic Development, and little did he know that fires, both literal and figurative, were to be the watchword of urban economic development throughout the next 25 years.

For it was in the mid-sixties that people like Ed deLuca, Ken Fry, Tom Kelly, Paul Zimmerer, Mel Roebuck, and Andy Bennett realized that something was going very wrong with our nation's cities. DeLuca, Fry, Kelly, Zimmerer and Roebuck were responsible for public sector

economic development in Baltimore, Milwaukee, Jersey City, Chicago, and Cleveland respectively. Bennett was the chief of urban projects for the Economic Development Administration, a fledgling agency, concentrating primarily on rural economies, which grew from an agency originally formed to fight poverty in Appalachia.

What deLuca and Bennett brought to the attention of their professional peers was the rapidly rising incidence of industrial flight out of the central cities to the surrounding suburban ring. The HUB CLUB was deLuca's idea of forming a loose-knit group of like-minded big city development chiefs to trade information on how to keep industries expanding within cities.

And the “HUB CLUB?” It stood for *Helping Urban Business*, a function that was to take on even more serious overtones in the following months as the Watts ghetto exploded in frustration. The following year would be worse with Tampa, Newark, Detroit, Atlanta, Cincinnati and more than a dozen other cities struck with rioting, looting, and arson. Little did the urban professionals who were to meet later that spring in Baltimore know that an epidemic of violence was soon to set off panic among urban business and industrial centers. Within days of these “civil disturbances,” industries began looking for ways to get out of older, deteriorating cities, whether they were directly affected by the violence or not.

Ronald C. Kysiak is executive director of Evanston Inventure, an economic development corporation in Evanston, Illinois. He is the former director of economic development for the cities of Milwaukee and New Haven, and a past CUED president.

Our Changing Cities, Our Changing Nation

The National Council for Urban Economic Development (CUED) was founded in 1967 by a handful of professionals testing a new approach to urban revitalization—using public resources to leverage investment in our nation's cities. Today, public-private partnerships are an essential part of the urban development picture and CUED is recognized as the leading national organization serving economic development practitioners. CUED is marking its 25th anniversary this year in serving the nation's most knowledgeable economic development professionals. This article celebrates CUED's origins and evolution throughout 25 years of service to the economic development field.

A year and a half later, in October 1968, deLuca was to write his fellow HUB members that his office was then brokering sales of businesses between those seeking to leave Baltimore's center and those wishing to buy in. There were far more offers to sell than there were takers.

HUB Council

That first letter, in early 1966, called those that had shown interest in such a club to a meeting in Baltimore in April. Some 15 cities had responded positively to deLuca's first request in fall 1965. Using the president of the Baltimore City Council, Don Schaeffer, as the official organizer, deLuca invited then secretary of HUD, Robert Weaver, as well as the Ford, Rockefeller, and Carnegie Foundations to the meeting. Don Schaeffer went on to become one of Baltimore's most celebrated mayors, and is now governor of Maryland.

Mel Roebuck remembers that first meeting in Baltimore: "I was working for the Greater Cleveland Growth Association, sort of a Chamber of Commerce, when I went to Baltimore at Andy Bennett's insistence. Cleveland was a tough town, but when I got to what was supposed to be the best hotel in Baltimore, I was floored. It was in terrible shape. But look at Baltimore now; look at the changes in its downtown and harbor." Roebuck is now senior vice president of Forest City Development and in charge of the Research Park at MIT in Cambridge, Massachusetts.

The Baltimore meeting was a success though neither HUD Secretary Weaver nor the foundations attended, and additional cities were asked to join what then became named the HUB Council. DeLuca's office continued to finance and market the informal organization, and generated additional meetings that year in Washington, Pittsburgh, and Chicago. Finally, on April 20, 1967, almost a year to the day after that first HUB meeting in Baltimore, the Helping Urban Business Council was formally incorporated as a non-profit, professional economic development organization in Milwaukee, Wisconsin. Its first officers were deLuca as president, Fry, Zimmerer and Louis Thomson of Toledo as vice presidents, and Mel Roebuck as treasurer. They were in business.

As a distant echo of today, the original bylaws of the Council stated unequivocally that its number one objective was to "develop an urban policy for economic development." It restricted membership to cities of over 250,000 population, but reduced that requirement over the next few years as smaller cities sought to join. An article by deLuca in another organization's newsletter on the Council's formation said: "cities needed an organization to stand up and battle for them. . . . cities are where the action is, the contrast, the diversity, the appeal to every type of person, the excitement, the contacts, the services, the glamour spots, the markets, the top sports and educational facilities, the bustle and hustle (sic), the banks, the lawyers, the engineers."

Pretty strong stuff—but the early HUB members had one thing in common, they passionately loved cities. That first year saw some 15 cities join as HUB members. The HUB Council stated that its primary reason for existing

was "industrial and commercial problems of the central cities, with a major emphasis on industrial development." The organization did not then know that city economies would soon have to turn on a cog very much different from industry, yet industrial plants were the most visible indicator of economic health. The HUB Council wanted to retain and expand its presence within city borders.

In 1967, public sector urban economic development organizations were a rarity, though the fires in the central cities that summer generated the formation of many task forces and city line agencies with the responsibility of countering the damage done to business confidence by the disturbances. deLuca and others urged these new entities to join the Council and carry the urban message to business.

At that same time, Lyndon Johnson had announced that he would not run again. A Republican, Richard Nixon, was set to challenge the Democrats to undo the perceived mistakes of the Great Society. The founders of the HUB Council believed that unless they could impact federal policy, the cities were not going to get much help from Washington, especially if Richard Nixon won. And to impact policy you needed research and staff, and that meant money.

By summer 1967, at the urging of EDA official Andy Bennett, deLuca and others put together a proposal to EDA for funding of the Council. At that time, the Council also reduced its minimum population requirement per member to 100,000 as smaller cities asked to join. On October 20, 1967, the HUB Council met in Washington and developed a list of urban problems it wanted to tackle. The list included mass transportation, tax incentives, downtown, preserving industrial land, incubator industries, manpower, and "negro entrepreneurship." HUB began to grow.

In June 1968, EDA granted the Council \$151,530 over a two-year period to support "technical assistance, information, and research,"—the first of many EDA grants which grew in number and size throughout the 70s. HUB searched for and found its first executive director, John Johnson, director of the Delaware League of Governments. Johnson was paid the princely sum of \$17,500 and took space in Baltimore next door to deLuca. In the infancy of economic development funding, even the federal government did not know much about "local match." The total amount the Council had to come up with to match the \$151,000 was \$1,200. But deLuca had difficulty in even finding that amount as he dunned his colleagues with a series of memos seeking dues.

By early 1969, some 21 cities were HUB members, all with populations over 100,000. HUB's annual conference was held in Philadelphia that year; registration cost was \$25. deLuca was voted in for his third term.

In 1970, the Council elected Paul Zimmerer, Chicago Mayor Richard J. Daley's economic development head, as its second president. At the same time, the group hired a new executive director, Joe Oberman, a Philadelphia planner and economist, and moved the offices to Philly. It was the middle of Richard Nixon's first term and the end of Vietnam was only a year or two away. The cities were still simmering from the violence of the late 60s and the admin-

In 1967, public sector urban economic development organizations were a rarity, though the fires in the central cities that summer generated the formation of many task forces and city line agencies with the responsibility of countering the damage done to business confidence by the disturbances.



Ed deLuca served as the first president of the HUB Council, when he was Baltimore's director of economic development. Incorporated on April 20, 1967, the Council was originally deLuca's idea of forming a loose-knit group of like-minded big city development chiefs to trade information on how to keep industries expanding within cities.

He felt that "cities needed an organization to stand up and battle for them . . . cities are where the action is, the contrast, the diversity, the appeal to every type of person, the excitement, the contacts, the services, the glamour spots, the markets, the top sports and educational facilities, the bustle and hustle, the banks, the lawyers, the engineers."

istration and Congress had developed a "Model Cities" program to pacify angry mayors and inner city residents.

Though HUB had a grant from EDA, it was never able to gain any HUD funding until almost 10 years later. Model Cities was not designed as an economic development program and few practitioners got to apply those funds to development strategies. In some cases, Model Cities funds financed neighborhood organizations which used their new found financial and political muscle to oppose city economic development projects as being racist and doing little to help the plight of the ghetto.

Zimmerer remembers those days as raw and exciting. "We were joined together by our need to stop businesses from leaving the cities. We had to band together, we had no one else to talk to. The midwesterners among us deferred to our East Coast brethren, but we all believed in the same gospel. CUED made economic development a true profession in those days and we were rapidly being recognized as a force in urban areas."

CUED—A Move to Washington

As the 1971 elections brought Richard Nixon back for a second term, the HUB Council realized its name was too limiting, since smaller cities and some urbanized counties had recently joined its ranks. On December 16, 1971, the HUB Council became the Council for Urban Economic Development and was immediately christened Que-Ed, much to the distress of its future executive directors and staff. The name was agreed upon in the offices of New York Mayor John Lindsay's development czar, Ken Patton.

The CUED board also decided that it needed to have a strong presence in Washington if it was to continue to speak for the cities. Federal policies had already developed Model Cities, with little CUED input, and the organization felt it needed to get its ideas across to the administration. Unfortunately its current executive director chose not to make the move. In November 1972 CUED got one of its founding members, Ken Fry, commissioner of city development for Milwaukee, to agree to take the job.

Fry was an early proponent of the need for a federal urban policy. As one of the nation's first public sector directors of economic development, Fry had worked with

his mayor, Henry Maier, to lobby for direct federal funding of urban programs, especially those aimed at the still smoldering ghettos of most major cities. In working for one of the most powerful and articulate big city mayors of that time, Fry was a logical choice to head up the fledgling urban organization. "It gave me a chance to articulate the beliefs I had. We were a group of 'true believers' in those days; my only regret is that we didn't stay with our national urban initiative long enough to do the job."

With its new location, name, and new executive director, CUED landed its second EDA grant of \$60,000 in 1972, which paid for new offices and some staff support. In those days, CUED had about 150 members, but only some 30 of them were paying dues. After all, it had a federal grant to handle their money problems, didn't it? With yearly EDA technical assistance grants, mostly through the direct intervention of Mort Baill, EDA's technical assistance head, CUED began to make its presence known in Congress. It began generating technical reports, newsletters, on site case studies, and direct technical assistance to specific cities like Detroit; St. Louis; Allentown, Pennsylvania; and Xenia, Ohio, which had two CUED members on the scene two days after it was devastated by a killer tornado.

Attacking Urban Problems

As CUED's role grew in advising Congress on urban economic development strategies, so too did its sophistication in attacking urban problems. No longer was industrial retention, attraction, and development the first and foremost issue of concern. Real estate oriented development issues gave way to creative financing, small business development, commercial revitalization, and renewal of central business districts.

CUED also began its current tradition of putting on a major, yearly conference in Washington, recruiting high ranking federal officials and urban academics as featured speakers—a risky event in those days. Its first big meeting in 1973 generated almost \$20,000 in profit. CUED was starting to roll.

During these early years in Washington, CUED took advantage of office space and administrative services of a sister organization, the National League of Cities (NLC). The executive director of this organization, as well as that of the U.S. Conference of Mayors, sat on CUED's board. This arrangement continued until 1976 when CUED won a grant competition over NLC, resulting in CUED's breaking free of both entities and going it alone.

Members of CUED's board testified regularly before the House Public Works Committee and its key member, Rep. Bob Roe, and its Economic Development sub committee chaired by Rep. John Blatnik. CUED worked closely with congressional staff to develop new, creative legislation to help America's cities. Some legislation, like the National Development Bank, was torpedoed by agency jealousies; others were more successful, like EDA's Title I and Title X public works initiatives, Title IX revolving loan funds, and 302A planning grants, which helped build economic development staffs in cities throughout the country.

In 1974 CUED, for the first time, received a foundation grant. The Ford Foundation provided \$50,000 for general support, with no strings attached. EDA's grant jumped to almost \$300,000 in that year as CUED hired more staff, generated white papers, provided on site technical assistance, and worked with government departments and congressional staff on newer and more creative urban legislation.

"I was astonished at the inroads we made in urban federal policy," said Fry. "Hubert Humphrey was our champion and we had friends on both sides of the aisle." CUED soon became known as the organization that could get you into the grantsmanship business, and membership began to grow. Ken Patton became CUED president in 1972. He worked the Hill relentlessly, hammering committees on the need for even more federal programs aimed at helping cities weather the economic storms begun by the urban riots of the late 60s.

Patton remembers: "We actually wrote a national urban policy which became the Carter economic program when he came into office. We believed that the way to save cities was to rebuild the urban economies. In 1971, using our friends in Congress, we finally got an amendment through which allowed EDA to work with urban areas."

"After Carter took over," recalls Patton, "he hired a number of CUED staff people to help run his development agencies. One irony of our efforts was how much of the real growth in urban policy happened in the Nixon years. I have to attribute that to our motto of teaching a man to be a fisherman, rather than giving him fish—a strategy which sounded very Republican. In essence, we believed that it was better to deal with the consequences of unemployment at the front end by keeping it from happening, than by waiting to deal with its effects."

By 1976, CUED was receiving over \$500,000 per year in grants, primarily from EDA. It was the preeminent urban economic development organization in the U.S. and boasted nearly a thousand members. It held regular receptions in congressional caucus rooms and had powerful congressmen and senators as regular guests, as well as urban celebrities such as Bella Abzug. Jimmy Carter had become President and he had a commitment to cities that ran deep. Tom Kelly, New Jersey development chief, had been named CUED president a year earlier and sought to keep the administration's feet to the fire of urban revitalization.

"I remember meeting with President Ford's newest nominee for the head of EDA, Vinegar Bend Mizell, a former major league ballplayer. He came from a rural background and didn't know a lot about cities. But when we talked, I told him it didn't make any difference if you were poor and out of a job in Hoboken or rural Georgia; it was the same thing. He never forgot that discussion and he became a strong supporter of CUED."

It was in 1976 that Fry, his health failing, left CUED, creating a vacuum that caused EDA to express concern. At risk was most of CUED's federal support, and there was no unanimity on the board as to the kind of executive director the organization needed. Some wanted an academic who

would provide CUED with instant credibility in Congress and could help set the "big picture" goals of the organization. Others wanted someone more versed in the grantsmanship business, since CUED members had come to depend upon the organization to help them access the new federal programs.

In summer 1976, Jim Peterson, then EDA Midwest Regional Director in Chicago and a former Republican legislator from Illinois, was named to the post by a narrow margin of the board. The split vote did not give Peterson much comfort, but he resigned his federal post and took over CUED's reins in September after having been assured by Kelly that everything would be resolved.

Impact on Federal Funding and Policies

It was during the late 1970s that CUED, working with the Carter administration, had its greatest impact on federal funding and policies. It also expanded its training and community advisory services, visiting over 20 cities to provide help and advice. It embarked on an ambitious research agenda, including finishing up its first major study, begun under Fry in 1975, for HUD. This study, entitled the "Community Economic and Manpower Development Linkages Study," pointed up the need to integrate the newly fashioned Community Development Block Grant program (CDBG) and the Comprehensive Employment and Training Act (CETA) legislation.

A year later, HUD funded CUED to undertake a seminal work in economic development research, a 21-case-study book called "Coordinated Urban Economic Development," which documented successful local economic development strategies, programs, and projects throughout the country. This study helped establish economic development as a legitimate function of local governments in conjunction with the private sector and earned CUED a respected place in the economic development research community.

Jim Peterson remembers that "when Carter's new deputy assistant secretary for economic development, Bob Hall, took office, he spent three days at CUED getting

As a distant echo of today, the original bylaws of the Council stated unequivocally that its number one objective was to develop an urban policy for economic development. It restricted membership to cities of over 250,000 population, but reduced that requirement over the next few years as smaller cities sought to join.



1974—Senator Hubert Humphrey calls for an "Agenda for Economic Action"



1984—Then Vice-President George Bush addresses CUED's Awards Lunch.

briefed on the condition of urban economies and existing federal, state, and local programs." Briefed by a CUED staff experienced in the ways of Washington grantsmanship, Hall soon approved a three-year grant for CUED, giving it, for the first time, the luxury of long range planning and programming."

Says Peterson. "During that time we formed advisory groups to HUD, EDA, and even the White House relative to program development and evaluation. CUED met regularly with the secretaries of Commerce and HUD, and had close relationships with Carter's two special assistants for domestic policy and state and local relations, Stu Eisenstadt and Jack Watson. We were perfectly positioned," remembered Peterson, "to become the urban spokesman with Carter coming in. CUED had a hand in every urban economic development program to come out of HUD or EDA at that time."

Walt D'Alessio, then head of the Philadelphia Industrial Development Corporation, became CUED president in 1978. D'Alessio brought with him an urbane smoothness matched with big city savvy and represented CUED before dozens of congressional hearings, national conferences, and federal briefing sessions. Now President of Latimer and Buck, a Philadelphia mortgage brokerage house, D'Alessio remembers the late 1970s as "a time of innovation . . . it was almost a competitive situation between HUD and EDA as to who could deliver the best economic development programs to cities."

"In fact," says D'Alessio, "there was one CUED conference I remember when Bob Embry of HUD, in his laid back and laconic way, explained a new HUD development initiative, and George Karras of EDA went bananas. George rushed back to EDA, burnt the midnight oil, and reappeared the next day with a new EDA program to top that of HUD. This was also a time when big city mayors like Henry Maier of Milwaukee, Tom Moody of Columbus, and Don Schaeffer of Baltimore would sit with us to work out our federal urban strategies."

"But the greatest value of CUED in those days was that

it was a meeting place; its members were always willing to share information on how to get things done."

Working Effectively With the New Policies

But all of CUED's federal access was about to end. Ronald Reagan took over the White House in 1980. At that time, CUED had a membership in excess of 1,200, many of whom joined during the previous three years as CUED's effectiveness in dealing with grants, providing training, and assisting local development entities became well known. The new administration immediately targeted EDA for termination and prohibited public funding to Private Interest Groups (PIGS), such as CUED, without top level review. Though there was great political pressure, CUED stayed out of the storm of protests made by other national organizations over the EDA decision, and attempted to find a way to work with the new policies.

In 1980, CUED elected Ron Kysiak to succeed D'Alessio. Kysiak, formerly economic development director of Milwaukee, had moved to New Haven, Connecticut, in the same capacity. He and a core of board members held firm against getting into a major confrontation with the new administration. Rather, they recommended a professional detachment from the politics and a hard push to retain what funding they could to cities, and to CUED itself.

CUED's quiet discussions with the new administration paid off as EDA continued to receive congressional support which allowed it to fund CUED, though on a slowly diminishing basis. But CUED's days of access to the White House were over, as well as its preeminent role as *the* designer of urban economic development policy. With the administration's efforts to get out of the economic development business and shift development assistance back to the states, CUED began looking to form state chapters to help its members more effectively lobby for state-wide programs. It also directed its staff to seek other forms of support to replace anticipated federal funding cuts, such as increased community advisory services.

Interestingly enough, while many urban development practitioners were bemoaning the withdrawal of the federal government from direct economic development funding, the administration and Congress unintentionally created the most effective urban development program to come out of Washington since the New Deal. Faced with a deepening recession and climbing interest rates, Congress passed the tax act of 1981 which created accelerated depreciation schedules for rehabilitated buildings, doubling tax write-offs in some cases, such as historical structures.

Urban centers were filled with old, underused or empty buildings in those days. It didn't take long for developers to find them. With the newly created Urban Development Action Grant Program (UDAG) to provide additional equity through grants, central cities witnessed a massive physical renewal. This renewal was tied to leveraged public dollars, private investment, and a proliferation of tax shelter syndications which built everything from hotels, to festival marketplaces, to convention centers—whether the market

needed them or not. Bob Embry, who under Carter had created the UDAG program, was no longer in HUD, but his successor, Steve Bollinger, operated the program efficiently as Congress continued to fund it over the objections of the administration.

Jim Hankla, elected CUED president in 1982, brought with him a background in public service in Long Beach and private development with the Virginia Peninsula Development Corporation in Virginia. Hankla, along with Kysiak, had been a major architect of CUED's strategy to remain neutral in the fight between the Reagan administration and Congress over EDA.

"We needed to get over the hump of the administration and become more self sufficient," said Hankla. In those days almost 70 percent of CUED's funding came from federal sources." Now City Manager of Long Beach, Hankla recalls how he tried to sensitize CUED staff and others to the coming market driven realities of urban redevelopment. "I was really gung ho on asset management; cities had all kinds of properties which could be creatively leveraged to provide sources of funding and new development. UDAG was not the answer; it was a subsidy, not market driven."

The Practitioner's Changing Role

That first four years of the Reagan presidency did not impact urban economic development as much as had been feared since many programs had multiple-year funding and a great deal of inertia in Congressional support. In addition, many cities were feeling a strong current of renewal because of the administration's real estate tax policies.

But as 1984 saw Reagan's reelection and an amended tax law, favored urban programs began to be totally dismantled or reduced to a shadow of their past size: CDBG was funded at smaller and smaller annual amounts; CETA became JTPA and moved training and employment funds out of local political control to the private sector and the states; UDAG diminished yearly; EDA was restricted to maintenance grants and no new initiatives; revenue bonding was cut back and made subject to sunset provisions; and public works grants became more difficult to get and required greater local congressional pressure than ever before.

Gary Conley, development director for Mayor Voinovich in Cleveland, took over CUED's presidency in 1984 and felt like the boy on the burning deck. "We knew we had a huge problem as an organization. We were losing our members as federal funds dried up."

The board decided to have a retreat in 1986; it was an attempt to come to grips with the way the practitioner's job had changed, and how to best support him or her. Recalls Conley, "Once we disposed of our eternal argument—that being whether CUED should keep the U for urban—we got down to business and developed a game plan. It was plain; we were going to have to move toward becoming much more of a membership driven organization."

During this period the CUED board decided to create a joint research arm with Northwestern University to undertake basic research in economic development. This new entity, called NCI Research, was to look at long-term

economic development issues and provide continuous information for practitioners. Jim Peterson asked to head up this new, Illinois-based entity which began to research basic economic development questions on the underclass, the agglomeration of regional economies, and other broad based economic issues.

Peterson left CUED at this time to head up NCI and the board launched a search for a new executive director to carry out its new mandate.

The board was still looking in June 1986 when Tom Blanchard, executive director of the Greater Norfolk Corporation, was elected CUED's president. Membership continued to drop as CUED staff was downsized to match its shrinking federal support. Blanchard had joined CUED in 1976 under an EDA 302 planning grant. Like many others, the EDA 302 program provided new practitioners with access to CUED and its array of publications and peer support.

Blanchard remembers, "Our newly elected mayor, Vince Thomas, was a great fan of CUED. He told me he used the ideas he found in CUED literature to devise his development policy for Norfolk."

"By the time I came on board as president," says Blanchard, "CUED had still not fully adjusted to becoming a member-supported organization. At least two-thirds of our budget was still federal money. We were trying, but we just couldn't downsize fast enough." That summer the board hired Jeff Finkle, current CUED executive director, and former HUD official in the Reagan administration, involved with managing the CDBG and UDAG programs.

"In 1986-1987 we made a major change in CUED's orientation, away from federal program advocacy and more towards a market driven organization. We livened up our conferences and tried to respond more to what members wanted. Jeff Finkle brought his background in marketing with him and it helped a lot."

By 1988 most of what the Nixon and Carter administrations had put in place to nurture urban economic development had been downsized or dismantled. CUED quietly opposed each reduction, but at the same time tried to work with administration professionals in EDA, HUD, Labor, and Transportation, commenting on legislation where it could, effecting meetings between its members and federal bureaucrats when possible.

Finkle moved to reduce CUED's expenditures as federal grants continued to shrink. Just as cities had to tighten their belts, so too did CUED. Its board continued its series of retreats, trying to clarify CUED's role in a substantially changed world. Those retreats were led by Marilyn Swartz Lloyd, head of the Boston Industrial Development Corporation and soon to be elected CUED's first woman president in 1988.

Out of these retreats came a clearer idea of CUED's mission: Continued liaison with federal agencies, enhanced training for CUED members, access to and distribution of published information affecting development professionals, less advocacy, more practitioner support through an increased number of technical conferences, and an orientation toward public/private partnerships.

In 1989, CUED and NCI parted ways as board members

Looking back to 1967 when Ed deLuca was too busy fighting fires, both figuratively and literally, to get his invitation letter out the door, CUED has had a major impact on the way our nation's cities have developed.

of CUED felt that the research being generated did not have enough practical applications for development professionals faced with day to day program management.

Swartz-Lloyd had been chairman of CUED's Policies and Issues Committee, a position most CUED presidents held before being elected to the top post. Her interest in policy never waned, even when it was obvious that CUED had to reconcile itself to operating more like a business. "We were at a crossroads," says Swartz-Lloyd. "We had grown up with CUED's policy orientation but now we had to spend most of our time on marketing and conferences in order to generate operating revenue. In the past our federal grants had allowed us to evaluate policy issues without risk of financial difficulty. Those days were over,"

Swartz-Lloyd, now President of Beacon Management Company of Boston, put it succinctly, "We were thinking policy, but we were doing business." And Swartz-Lloyd still feels strongly about ideas, "presidents of CUED have been chosen because they were excited by ideas and the possibility of turning those ideas into action. Our board believed we had a role to play in making the world a better place, a place where the idea leads."

At that same time, on a more mundane level, a special CUED board committee met with board members of the American Economic Development Council (AEDC) to discuss possible merger options, yet another response to the tightening level of financial support for such organizations. Ironically enough it was Ed deLuca's confrontation with AEDC's parent organization, the American Industrial Development Council (AIDC) back in the mid-sixties which generated the idea of the HUB Club. At that time deLuca and other urban development practitioners approached AIDC's board of directors, with a request for an urban sub-group within the organization. They were rebuffed, and so generated the seed that became CUED.

The 1989 discussions were a replay of similar feelers sent out by CUED in 1984—the organizations were just too different in culture and orientation to exist as a single animal. All discussions were dropped by 1990 when Victor Grgas of Forest City Enterprises was elected to the presidency—CUED's second California president and its first private sector head.

Looking Ahead

Today, CUED has about half the number of staff it had in the early 1980s—and it's had to reorient its resources. "CUED has been able to continue to maintain a high level of services to its members while experiencing shrinking resources," says Grgas. "We now spend much of our time on focussing on the cutting edge of development issues and then bringing them to the forefront in our publications, conferences, and technical reports. Issues such as the structural underclass, the effect of the global economy on local economies, technology transfer, and university/business linkages are all examples of issues CUED brought to its members in advance of anyone else."

And what of CUED's future? Says Grgas, "CUED will always have a strong future in communicating information needed by its members to do their jobs in a more professional manner. But what I would like to see CUED spending more time on are the issues just over the horizon, the kind that come and hit you square in the face before you know it. Some of these are telecommunications and its impact on the global economy; technology transfer and development and its effect on job generation and location; changes in the work force, such as increased longevity; and, other urban dynamics which will require a federal policy response. When that time comes, CUED should be ready to give our counsel, whether its listened to or not."

Working closely with other organizations, CUED continues to speak for the urban economic development practitioner—though a number of its members are now from rural areas. And it continues to talk with Congress and federal officials, most recently on the benefits of CDBG funds in supporting economic development projects. CUED continues to work for legislation which can help its members do their jobs quicker, smarter, and more efficiently. And CUED still is partners with EDA on a number of fronts.

But CUED today spends most of its time and resources in providing its members with the latest information on techniques and programs dealing with bread and butter economic development issues such as business retention, organizing for development, strategic planning and creative financing. It produces an expanded *Developments* newsletter, a quality journal in *Commentary*, and an international economic development report. It also continues to publish technical reports and surveys, such as a salary survey for development professionals, and a major organizational survey of 35 metropolitan areas. Says Jeff Finkle, "Our greatest asset is our stockpile of publications going back 20 years on almost any subject dealing with economic development."

Looking back to 1967 when Ed deLuca was too busy fighting fires, both figuratively and literally, to get his invitation letter out the door, CUED has had a major impact on the way our nation's cities have developed. This includes the legislative and professional programs practitioners find in their toolboxes today: CDBG, HUD 108, SBA 503, 504 development corporations, EDA revolving loan funds, industrial revenue bonding, public-private partnerships, business incubators, OEDPs, community development corporations, MESBICS, enterprise zones, and other private and public programs now known by many different names.

It was CUED that made the case for public intervention in the development process back in the late 60s and established the professionalism of the economic development practitioner. And it is CUED today that is still helping practitioners to learn what they need to know in order to do their jobs better.

It is probably no accident that the most recent CUED Members Survey lists business retention as its highest priority. That's something Ed deLuca would have understood only too well.

It was CUED that made the case for public intervention in the development process back in the late 60s and established the professionalism of the economic development practitioner. And it is CUED today that is still helping practitioners learn what they need to know in order to do their jobs better.

BROADEN YOUR ECONOMIC OUTLOOK SUBSCRIBE TO *COMMENTARY* TODAY

Commentary, CUED's quarterly magazine, is now available for the first time to all non-members.

For over a decade, *Commentary* has developed an unparalleled reputation for reporting current research findings, analyzing and proposing federal policy, interpreting urban trends and problems, and presenting case studies of new techniques and programs.

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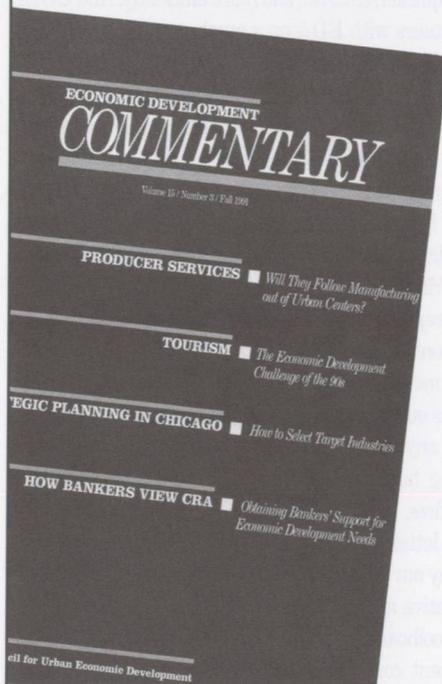
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Washington, D.C. 20006
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National Council for Urban Economic Development Presents

1996 CUED
Annual Conference

Creating Jobs in a Competitive Economy

Cleveland, Ohio
September 29 —
October 2, 1996

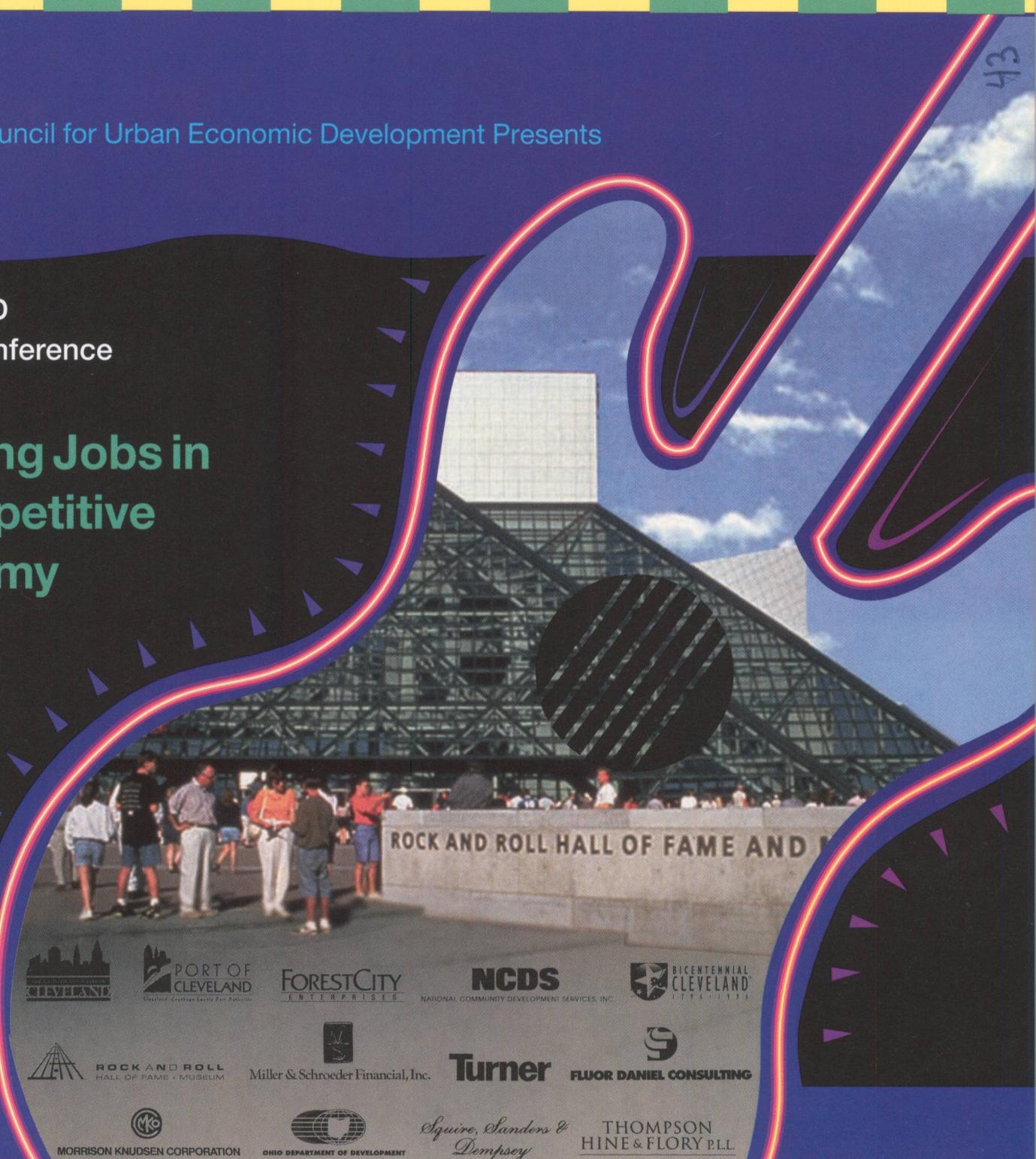
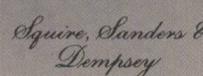
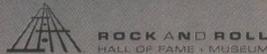
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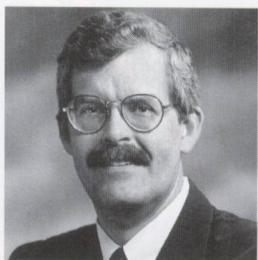
ERNST & YOUNG LLP



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Hear what the 1996 CUED Annual Conference has to offer you:



John Claypool

"This is the most exciting conference program The National Council for Urban and Economic Development (CUED) has ever put together."

John Claypool,
President,
CUED



April Young

"If you are looking for the latest tools and techniques for job creation, regional marketing, business finance, new funding sources and accessing international markets, this is a conference you do not want to miss."

April Young,
Executive Director
Potomac Knowledgeway
Project
CUED Secretary-Treasurer



Charlie Webb

"The new CUED and the new Cleveland — I can't think of a better pair for a conference on economic development."

Charlie Webb,
Vice President,
Economic Development,
Greater Cleveland
Growth Association
Vice Chair, Cleveland
Host Committee



Carole Hoover

"Cleveland's rebirth story, which reflects our economic development progress, will be showcased by CUED. Commitment to a civic vision by a strong public/private partnership has made Cleveland the city it is today and the truly great city it will be in the next century."

Carole Hoover,
President and CEO,
Greater Cleveland
Growth Association



Joseph A. Marinucci

"We've packed the program with interesting speakers, but we've also helped you to see Jacobs Field, Gund Arena, Playhouse Square, the Flats entertainment district, and the rest that Cleveland has to offer."

Joseph A. Marinucci,
Vice President,
Playhouse Square
Foundation
Chair, Cleveland Host
Committee



Kenneth Dobson

"If you can only come to one economic development conference, come to this one. It's the most ambitious conference agenda CUED has assembled in 29 years. The quality of the speakers, the international perspectives, the focus on national trends and at the same time on local needs and resources — this event is the very best that CUED has to offer."

Kenneth Dobson,
Senior Vice President
Kirco-Kensley Develop-
ment Chairman, CUED
Conference Committee

Creating Jobs in a Competitive Economy

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As the pace of economic change accelerates, it's imperative that communities find innovative ways to create and attract jobs. New technologies, company downsizings, corporate mobility and government cutbacks make it dangerous to rely on old jobs and old sources of funding for economic development. The 1996 Annual Conference of the National Council for Urban Economic Development (CUED) in Cleveland is designed to help you find new ways to adapt new sources of funding, new ideas and new jobs for your community.

CUED, founded in 1967, is the nation's leading organization for economic development professionals. If your job, in whole or in part, is to help your community grow, this conference is the single most important event of the year. This is where you can meet your colleagues, learn from experts from around the nation and the world, and pick up new ideas to help you meet the challenges of the next century.

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In Touch With Today's Issues

Come to Cleveland to hear from:



Gov. George Voinovich



Sen. Michael DeWine



Rep. Marcy Kaptur



William Bratton



Mayor Stephen Goldsmith



Patrick Parker



Rep. Paul Kanjorski



Rep. Louis Stokes

The Honorable George Voinovich, Governor of the State of Ohio, will address the conference on Monday. As the former Mayor of Cleveland, he led the modern rebirth of Cleveland. As Governor, he has led the transformation of a rust belt state to a competitive place to do business. Learn how you can apply his lessons to your community.

U.S. Senator Michael DeWine (R-Ohio) will greet you at the opening session of CUED's Annual Conference. Among his concerns is the movement of sports teams from one location to another at taxpayers' expense. Senator DeWine was formerly Ohio's lieutenant governor and has played a key role in the state's economic development.

Small Business Administration Chief Philip Lader has been invited to talk about SBA policies and the role of small business in creating jobs. The SBA is one of the federal agencies that came through the Congressional budget process almost unscathed. He will be joined by **former New York City Police Commissioner**

William Bratton — the man profiled in the *New Yorker* and featured on the cover of *Time* and other magazines for helping to slash his city's crime rate and to promote economic development by reducing the fear of crime. Now as president of First Security Consulting, one of the nation's largest security companies, Bratton has the job of reducing crime in other cities such as yours.

Timothy Long, Vice President of Miller & Schroeder Financial Inc., an investment banking company that has completed \$25 billion in economic development and structured financing, will discuss strategies that you can employ to capitalize projects and support small business development— even as traditional capital resources continue to dry up. **Robert Fowler**, President of Public Finance Consultants, and **Frank Altman**, President of Community Reinvestment Fund Inc., will team up with seven other speakers for an important workshop discussion about securitizing loan portfolios through secondary markets. At another session, you'll meet representatives

of two of the nation's best known builders of sports facilities and convention centers:

Joseph Franzese, business development manager of Turner Construction, which constructed the Rock and Roll Hall of Fame and Cleveland's Gund Arena, and

Ronald Labinski, senior vice president at HOK Sports Facilities, which has constructed more than 250 sports facilities worldwide.

At CUED's **National Economic Development Awards Luncheon** on Monday, September 30, you will hear **Indianapolis Mayor Stephen Goldsmith**, one of the leading advocates of the privatization of city services and a low-tax, limited-regulation approach to economic development. He will be joined by **Congresswoman Marcy Kaptur (D-OH)**, a noted advocate of her state's and the nation's economic development. And on Tuesday morning, don't miss **Parker Hannifin Corp.'s Chairman Patrick Parker**. Mr. Parker's Fortune 500 firm, with \$3.4 billion in annual sales, has dozens of plants worldwide producing motion control components such as valves and couplings. He will discuss how companies can serve their communities better and how you can work better with firms such as his.

Other leading speakers will appear at the **Federal Programs Update** on Monday, the **Economic Outlook Breakfast** on Wednesday, and elsewhere throughout the conference. For example, **Economic Development Administration Chief Phillip Singerman** and **Congressman Paul Kanjorski (D-PA)** will speak at the Federal Programs Update; **Fortune Publisher Jolene Sykes** has been invited to address the Economic Outlook Breakfast. And don't miss other speakers including **Congressman Louis Stokes (D-OH)**, who will speak at a Monday session on cleaning up brownfields.

President's Reception at the Rock and Roll Hall of Fame and Museum

Come to one of the few receptions where you can see Elvis *before* you've been to the bar. The Rock and Roll Hall of Fame and Museum is everything you've heard it to be — and more. Enjoy the gala reception and catch up with your colleagues — experience the most remarkable collection of rock and roll memorabilia ever assembled, all in the striking surroundings of an I.M. Pei-designed building. If you were born after 1940, the Rock and Roll Hall of Fame is probably the most exciting and entertaining museum you will ever enter. It has had a major economic development impact as well — serving as a tourist magnet and as the centerpiece of the new Cleveland. Come for fun or come to learn, but **DON'T MISS THIS EVENT!!!** Sponsored by Turner Construction Company, which built the museum.

Sunday, September 29, 6:15 - 9:30 p.m.



Rock & Roll Hall of
Fame and Museum

Special Session: What Do Site Selectors Want — And How Do You Work With Them?

Many corporations depend on site selection experts to help them decide where to expand or relocate. How can you make your community attractive to these site selectors? How do you work with them? What kinds of information do they need from you — and do you have it? What community approaches turn them off? Learn how to work with the people who have the ear of the nation's CEOs. This all-star panel of experts will help you do your job better. *If business attraction is your responsibility, you should be in this room.*

Tuesday, October 1, 2:00 - 5:30 p.m.

Speakers Include:



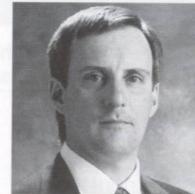
Robert Ady
Executive Consultant
to the President
PHH Fantus



Dennis J. Donovan
Senior Managing Director
The Wadley-Donovan Group Inc.



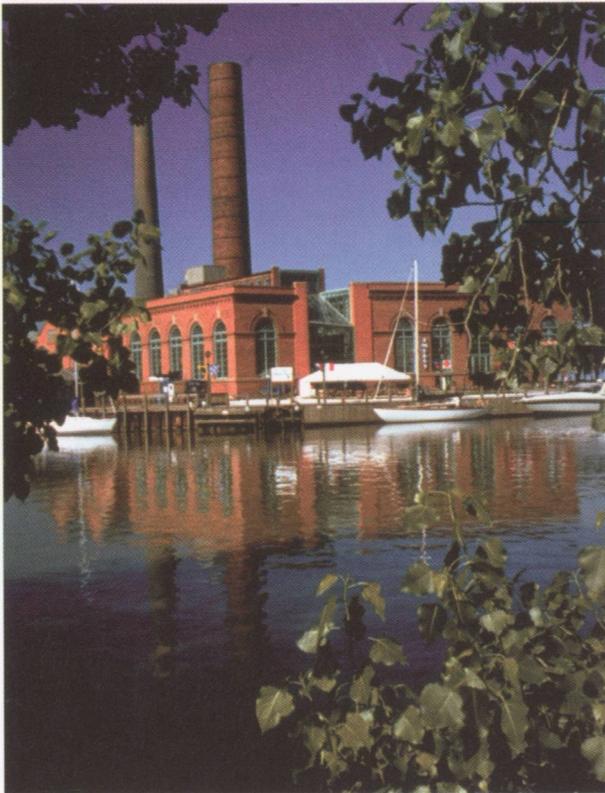
Barry Barovick
National Director of
Corporate Real Estate
E&Y Kenneth Leventhal



Don Schjeldahl
Site Selection Specialist
The Austin Company



William Dorsey
Managing Principal
Fluor Daniel Consulting



The Powerhouse

Annual Reception

Come to Cleveland's lively Flats entertainment district for CUED's Annual Reception. You'll enjoy drinks and hors d'oeuvres at Windows on the River, overlooking the hottest night spots along the Cuyahoga River. You will be partying in a former power station, revamped for \$20 million into the Powerhouse, featuring entertainment of all kinds. After the reception, you'll have coupons and company for more fun — on both sides of the Cuyahoga.

Tuesday, October 1, 6:00 - 7:30 p.m.

CUED- In Touch With Today's Issues

Boat Tour: A Look at America's North Coast

See one of the greatest Great Lakes cities from the water. Your boat will glide along the western waterfront past Cleveland's salt mines and the historic Hulett ore unloaders, then return from Edgewater State Park and enter the mouth of the Cuyahoga River. There you'll pass through the Flats, a huge entertainment district that was formerly derelict mud flats. You'll continue on, passing under 18 bridges, several of which are architectural landmarks, and you'll see Cesar Pelli's 57-floor Society Tower (the tallest building between New York and Chicago), I.M. Pei's Rock & Roll Hall of Fame and Museum building, Cleveland Stadium, and many other landmarks. Your guides on this tour are Gary Failor, Executive Director of the Cleveland-Cuyahoga County Port Authority; Cleveland Planning Director Hunter Morrison; and Flats Oxbow Association Director Joseph Mazzola. Could you ask for a better guided tour of Cleveland's renaissance?

Sunday, September 29,
11:30 a.m. - 4:00 p.m.
Fee: CUED members, \$55;
nonmembers, \$65
(includes lunch)

Workshop: Beneath the Bleachers — the Business of Cities and Sports

Stadiums and arenas are among the most exciting — and controversial — of civic projects. Learn what goes into these ambitious and impressive undertakings. You will also hear thoughts on the economic development impact of stadiums and arenas. Among the stories to be told: How Cleveland successfully fought back to keep the Browns name. Some of the world's top experts on sports facilities will make presentations at this workshop. If playoff schedules permit, you will visit Jacobs Field, home of the Cleveland Indians, and Gund Arena, the facility that lured the Cleveland Cavaliers back to the city from the suburbs. This workshop is sponsored by HOK Sport, Squire Sanders & Dempsey, and Fitch Investors Service.

Tuesday, October 1, Noon - 3:45 p.m.
Fee: \$55 for CUED members;
\$65 for nonmembers (includes lunch)



Nautica Queen

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Jacobs Field

Shear Madness

This is one of the most popular plays in the nation and it's at the Allen Theater in Playhouse Square, a stone's throw from the Wyndham Cleveland Hotel. If you're coming in on Saturday, why don't you enjoy this show? It's set in a unisex hairstyling salon that is the scene of a wacky murder. The audience takes a stab at catching the killer. The play is filled with spontaneous, up-to-the-minute humor and is different every time you see it.

Saturday, September 28, 8:00 p.m.
Fee: \$25

Golf Outing: Barrington Golf Club

Golfers who arrive on Saturday won't want to miss this Jack Nicklaus-designed golf course 18 miles from the conference hotel in Aurora, Ohio. Barrington has been rated among the nation's top 10 new courses. Transportation from the hotel will be provided for those needing it.

Saturday, September 28, 12:30 p.m.
Fee: \$98 (includes cart, locker and prizes)

Backstage Tour: Playhouse Square and the Theater District

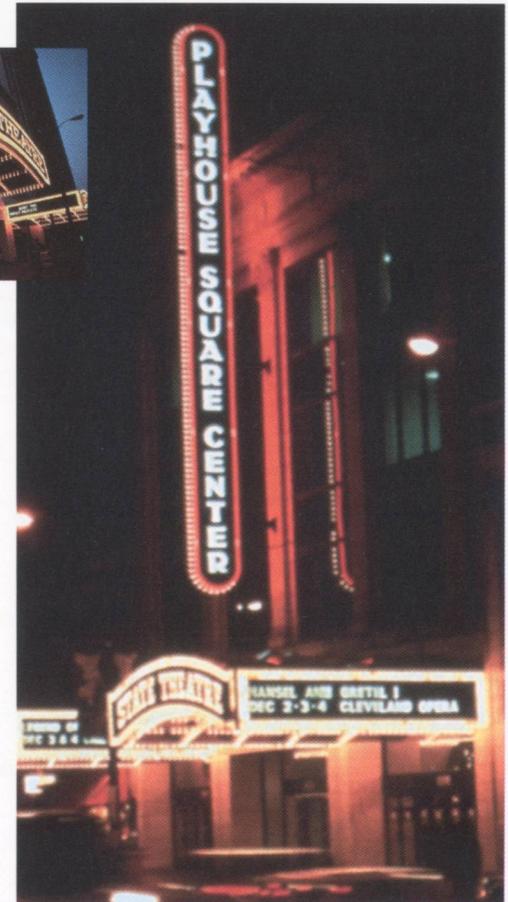
Come visit the world's largest theater restoration project, Playhouse Square, and associated developments. You will be given a bag lunch and taken through beautifully restored theaters. Go backstage for inside scoops on popular shows. Learn how downtown revival involves not only construction dollars, but also a great deal of

marketing and shared community vision. Your tour guides are Joseph Marinucci, Vice President of the Playhouse Square Foundation, and Steve Zannoni, Vice President of Gilberti Spittler International.

Tuesday, October 1, Noon - 2:00 p.m.
Fee: CUED members, \$30; nonmembers, \$35 (includes lunch)



Playhouse Square





CUED Recognition Dinner

This gala celebration will honor those who have made significant contributions to CUED and to the economic development profession over the last year — and over a lifetime. You will meet some of the best and brightest economic developers the nation has to offer. Members and non-members are invited to participate in what promises to be a lively event. The dinner will be held in the Old English Oak Room at The Avenue at Tower City, a downtown retail project that is extremely successful and visually striking.

**Monday, September 30,
6:30 - 10:30 p.m.**

**Fee: \$55 for CUED members,
\$65 for nonmembers (includes dinner)**

Tour: Development Starts Where the Trains Stop

Have you ever noticed the surge of construction near stops on rapid transit routes? This development around the stations has occurred in countless cities — and Cleveland is one of them. Come ride the rails for a tour of some of Cleveland's most interesting neighborhoods and see how transportation and economic development intersect. You will take Cleveland's regional transit line from the historic Shaker business district to the new, vibrant business and cultural developments along the waterfront line extension. There will be fascinating and fun stops on

the way. The tour will include presentations from major businesses and developers in the area. Sponsored by the Greater Cleveland Regional Transit Authority (RTA). Your tour guides are **Rosemary Covington**, the RTA's Assistant General Manager for Marketing and Development, and **Don Yuratovac**, the Authority's Manager of Facilities Planning and Project Development.

Sunday, September 29, Noon - 4:00 p.m.
**Fee: CUED members, \$25;
nonmembers, \$30 (bag lunch included)**



Tim Davis



Greg Lashutka



Ron Loveridge

Special Issue Luncheon: The Role of Elected Officials in Economic Development

Often a community's economic development program depends upon its elected leadership. If a mayor or county commissioner supports an aggressive and effective program, that initiative is likely to succeed. If not, it probably will fail. On this panel, several elected officials discuss what they look for in an economic development program and how they participate in it. The session is moderated by **Summit County Executive Tim Davis** and features **National League of Cities President and Columbus, Ohio, Mayor Greg Lashutka**, as well as **Riverside, California, Mayor Ron Loveridge**. **Cleveland Mayor Michael R. White** and **Pittsburgh Mayor Tom Murphy** have been invited to attend.

Tuesday, October 1, Noon - 2:00 p.m.

Fee: CUED members, \$35; nonmembers, \$40

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THINGS TO DO IN AND AROUND CLEVELAND

Cleveland has engineered an astonishing turnaround over the past two decades through a dynamic public/private partnership. Today, Cleveland is a modern, dynamic city with world-class cultural attractions and entertainment, along with sports, recreation, dining and shopping. As host city, Cleveland invites CUED conference attendees to enjoy an urban area that is as popular with visitors as it is with residents.

■ **The Flats**, a popular entertainment area along the banks of the Cuyahoga River, consists of an eclectic mix of restaurants and night clubs fashioned out of old warehouses. Many of the establishments offer spectacular riverfront views. Music is everywhere, from jazz to blues to rock and roll.

■ **Sea World of Ohio** is a 90-acre marine-life entertainment park featuring shows, exhibits, and attractions. Major exhibits are Shamu's Happy Harbor, a three-acre Caribbean theme play area, World of the Sea Aquarium, Seal and Sea Lion Community Pool, and Monster Marsh, which features more than a dozen animatronic dinosaurs and sea monsters. Sea World is located in Aurora, about a half hour southeast of Cleveland.

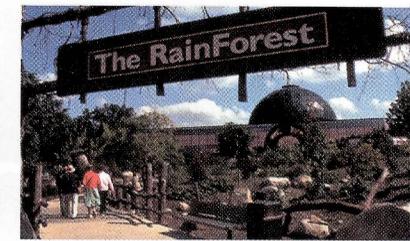
■ **Cedar Point**, also known as the Amusement Park, is a 364-acre amusement park and resort on the Lake Erie beach. The park has 11 exciting roller coasters, more than anywhere else in the world. The park is adjacent to Challenge Park, which includes two 18-hole miniature golf courses, and Cedar Point Grand Prix. Cedar Point is in Sandusky, about an hour west of Cleveland.

■ Set to open in July, the **Great Lakes Science Center** is a unique facility that will contain more than 400 hands-on interactive exhibits, education and demonstration spaces, spectacular public venues and a 320-seat Omnimax Theatre.



■ **Cleveland Metroparks Zoo** is one of the oldest zoos in the country. More than 3,300 animals occupy 165 rolling, wooded acres. The zoo is only five miles from downtown Cleveland. A new addition to the park, The RainForest, features more than 600 animals and insects from seven continents in realistic habitats. A two-story glass atrium and simulated tropical rainstorm are also featured.

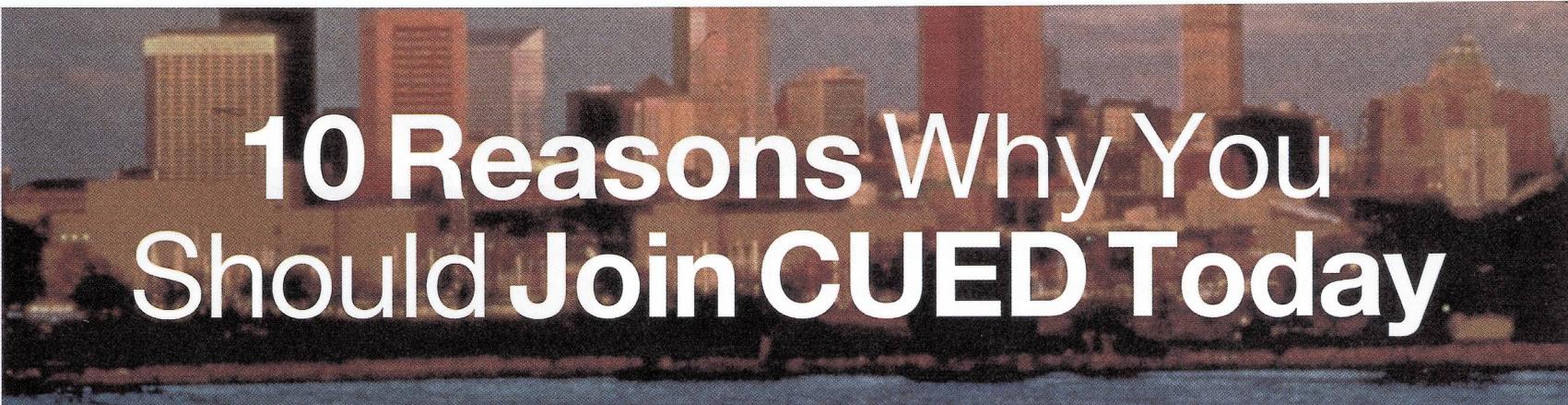
■ **The Playhouse Square Center** is Cleveland's theater district restored to its original elegance. The three-theater complex is the third largest arts center in America. During the conference, the Palace Theater will feature country music performer Collin Ray. Tickets are \$25.75. For more information call 1 (800) 637-9617.



■ **Cleveland Museum of Art** houses a broad collection representing all cultures and periods. The museum has especially rich collections of Asian and medieval European art. Admission to the museum is free.

■ **The Pro Football Hall of Fame** represents one of America's most popular sports in a modern five-building complex with six exhibition areas. The Hall is rich in the treasured relics of the past, but there is an emphasis on recent and current-day events promising something of interest for every visitor, regardless of age or favorite team. The Hall of Fame is in Canton, Ohio, about 90 minutes south of Cleveland. For more information call (330) 452-0243.

► For further information about these attractions or others in the Cleveland area, call the Greater Cleveland Convention and Visitors Bureau at (216) 621-4110.



10 Reasons Why You Should Join CUED Today

If you are one of the many professionals involved in economic development, you can not afford to let this opportunity pass by — Join CUED today and find out how communities across the country are successfully creating, retaining and expanding jobs in their communities, securing venture capital for urban initiatives, and marketing themselves to attract domestic and foreign investment.

Find out what CUED membership can do for YOU to advance both your career and your community's economy. Find out why your peers are making informed decisions and have made CUED membership an integral part of their workday and career by joining CUED — the nation's leading economic development practitioners association.

CUED has become the leader in economic development, due not only to its commitment to providing up-to-date information. CUED has identified the needs of economic development practitioners, and has answered their call. CUED is approaching the new millennium with a new focus and insight into the needs of the economic development profession by providing:

1 Vital information, tools and techniques.

Searching for the latest techniques for creating and retaining jobs in your community? Innovative economic development projects or programs? Employment opportunities? Or keeping up with developments in the field?

Economic Developments, CUED's twice monthly newsletter, brings it all to you through its timely coverage of federal legislation and local programs as they relate to business issues and new financial tools.

Economic Developments Abroad, published six times a year, will enhance your understanding of the programs and projects of interest in other countries around the world and how they can be applied domestically.

2 In-depth coverage of critical economic development issues.

Devoted to economic development issues and innovations, *Economic Development Commentary* provides practical information on development tools and successful public/private development efforts. It's written for the practitioner and designed to expand knowledge, develop practices and refine methods.

3 Technical information and innovative ideas.

When you need current information on a specialized topic, CUED is the place to turn. CUED special reports and publications can help you develop innovative approaches to your own economic development problems.

4 Conferences and workshops held throughout the year.

Throughout the year CUED sponsors five conferences and workshops around the country, allowing practitioners an opportunity to hear from top economic development experts and meet informally with peers during several information packed days. Upcoming CUED conferences include: **Creating Economic Viability Through Regional Cooperation; Entrepreneurs, Technology and Growth Companies; If You Build It, Will They Come?;** and **Financing Economic Development and Attracting Jobs.**

5 Involvement with experts and peers.

CUED members are involved. In their work, in their communities and in this organization. CUED provides the opportunity for its members to get involved in many ways. Recently we created 10 specialty committees, providing a unique opportunity for members to help develop CUED policies, membership services and programs. Members participate in conferences and rely on one another for advice.

6 Immediate access to information.

CUED's World Wide Web homepage on the Internet (<http://cued.org/>) offers members access to vital information on economic development. Recently recognized as the best site on the Internet, CUED offers truly innovative and valuable services to the profession.

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Why not take this
opportunity to let CUED do
all it can for YOU!
Join CUED Today!

7 Membership directory.

The directory is an invaluable resource for CUED members. It gives immediate access to a global network of development professionals who are actively involved in economic development.

8 International affiliations.

Gain valuable insight into global economic development issues and programs through CUED's affiliations with foreign economic development organizations. Hear from international economic development experts at CUED conferences, and learn how foreign economic development initiatives can be applied domestically.

9 On site technical assistance.

Call on CUED to bring proven expertise to your door. This fee-for-service consulting has assisted over 100 communities across the nation — with their specific economic development opportunities.

10 CUED training courses.

Ten in-depth training courses have been developed to provide economic developers with the tools they need to make the most of their community's economy and their career. CUED's first course, Education Marketing, will be held prior to the 1996 Annual Conference September 27-28. See page 31 of this brochure for details on how YOU can market your community's strengths.

CUED Dues Structure

CLASS	CATEGORY	DUES	# OF MEMBERS
Public Agency	Population of:	500,000 and over	\$995 4
		200,000-499,999	\$695 3
		100,000-199,999	\$395 2
		Under 100,000	\$295 1
Utilities	Economic Development Budget of:	over \$1,250,000	\$995 4
		\$750,000-\$1,250,000	\$695 3
		\$250,000-\$750,000	\$395 2
		Under \$250,000	\$295 1
Non-Profit	Operating budget of :	over \$1,250,000	\$995 4
		\$750,000-\$1,250,000	\$695 3
		\$250,000-\$750,000	\$395 2
		under \$250,000	\$295 1
Institutions	Universities/Libraries	\$295 1	
Consultants	Economic Development Billings more than \$1,000,000	\$995 4
		Economic Development Billings less than \$1,000,000	\$695 3
		Sole Practitioner	\$295 1
		Private	Corporate Development Partners
Students	Full Time Students Only	\$50	
Foreign Members	City, county and state public agencies with any population and not-for-profit agencies	\$395	

Each membership entitles a specified number of individuals to receive all of the privileges of a CUED membership.

Membership Application

YES! Enroll me as a CUED member today.
(Please print, type or attach a business card.)

Name _____

Title _____

Organization _____

Address _____

City _____ State _____ Zip _____

Phone () _____

Fax () _____

e-mail _____ website _____

Membership category _____

Please refer to membership categories, dues structure above.

For additional members, please copy application form.

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YES! I am interested in joining CUED.
Please send me additional information.

Payment (check, purchase order, or credit card) enclosed.

Credit Card

(VISA/MasterCard) # _____

Exp. Date _____

Send to:

National Council for Urban Economic Development

1730 K Street, N.W., Suite 700,

Washington, D.C. 20006

Attention: Membership

Phone: (202) 223-4735

Fax: (202) 223-4745

e-mail: mail@urbandevlopment.com

web: http://cued.org/



In touch with today's issues

Workshops/Tours



Don Holbrook, Ph.D.
Executive Director
Crookston Development
Authority

Workshop: Getting Wired on the Internet

This CUED Internet training lab will start you out with an overview of the Internet, its economic development applications, and the potential for using the Internet for communication, information retrieval and marketing purposes specific to economic development. The session will address issues ranging from how to use the Internet to Web site design. Instructors include **Stuart Rogel**, Executive Director of the Tampa Bay Partnership; **Don Holbrook**, Ph.D., Executive Director of the Crookston Development Authority; **Robert L. Dimmig**, Executive Director of the Town of Tonawanda Development Corp.; **Robert Ploehn** and **Laith Wardi** from the Economic Development Corporation of Erie County; **David Trietsch**, Director of the Economic Development Practice of Fuld and Co.; and **Drew Hill**, Managing Partner of New World Media.

Sunday, September 29, 10:00 a.m. - 4:00 p.m.
Fee: CUED members, \$75; nonmembers, \$85 (includes lunch)

Workshop: Empowerment Zones, Enterprise Communities and Enterprise Zones

Is your community one of the federally funded Empowerment Zones or Enterprise Communities? Or are you hoping to be included in HUD's proposed second round of EZ/ECs? Work with experts and colleagues from other EZ/EC programs to identify opportunities and to solve problems. In addition, a state enterprise zone expert will discuss trends in state EZs.

Instructors include **Joseph James**, Economic Development Director of the City of Richmond, Va.; **Diane Lupke**, Principal of Lupke & Associates; **Howard Glaser**, Deputy Assistant Secretary for Operations, U.S. Department of Housing and Urban Development; **Christopher Warren**, Economic Development Director of the City of Cleveland; and **Susan Weiss**, Manager of the Flexible Manufacturing Network at the University of Toledo.

Sunday, September 29, 10:00 a.m. - 4:00 p.m.
Fee: CUED members, \$75; nonmembers, \$85 (includes lunch)



Douglas C. Eadie
President of Strategic
Development Consulting Inc.

Workshop: Building Board Leadership and the Board-Chief Executive Partnership

This workshop will familiarize participants with contemporary developments in the field of nonprofit board leadership. Practical guidance, based on real-life experience, will be provided on topics such as renewing board membership, board committee structure, board-chief executive relations, and the board role in planning and performance oversight. Participants will receive copies of pertinent articles and will have ample time for questions and discussion. Instructors include **Douglas C. Eadie**, President of Strategic Development Consulting Inc.; **Joan Jorgenson**, Managing Director of Executive Resource Group; and **David Kolzow**, Manager of Economic Development Consulting for Fluor Daniel Consulting.

Sunday, September 29, 10:00 a.m. - 4:00 p.m.
Fee: CUED members, \$75; nonmembers, \$85 (includes lunch)



Workshop: Loan Portfolio Securitization

Many communities have a need for funds *now* to lend through their existing revolving loan fund. This session is designed to assist communities in considering how to "securitize" their loan fund and receive dollars today for relending. Questions to be answered include: What is loan portfolio securitization? Which organizations handle these deals? How are the transactions serviced? What are the key issues in these transactions for such funding entities as the Economic Development Administration, the U.S. Department of Housing and Urban Development and state agencies? The workshop will describe the latest innovations in the field and provide case studies of completed securitizations. Instructors include: **John Sower**, President of Development Finance Corporation; **Cornelius May**, President of May Development Company; **Eugene Bukowski**, Managing Director of Finance at the New Jersey Economic Development Authority; **Roy Priest** (invited), Director of Economic Development at the U.S. Department of Housing and Urban Development; **David Witschi** (invited),



The Warehouse District

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Director of Economic Adjustment at the U.S. Economic Development Administration; **Steve Lowe**, Director of Thompson, Cobb, Bazilio & Associates; **Mark Zehner**, Partner at Saul, Ewing, Remick & Saul; **Frank Altman**, President of Community Reinvestment Fund Inc.; and **Robert Fowler**, President of Public Finance Consultants.

Sunday, September 29, 11:30 a.m. - 4:00 p.m.
Fee: CUED members, \$75; nonmembers, \$85 (includes lunch)

Dinner Tour: The Warehouse District and Ohio City

The Ohio City neighborhood, just a mile from downtown, has seen a significant amount of reinvestment in both its residential and commercial sectors. This tour will include the historic West Side Market and a residential development, before continuing to Great Lakes Brewing Co., a nationally recognized microbrewery and restaurant. This stop will include a tour of the brewing facilities and ample

time to sample Great Lakes' award-winning beers. From Ohio City, the tour will travel minutes across the Cuyahoga River to the historic Warehouse District, Cleveland's newest residential and entertainment area, situated between downtown's Public Square and the Flats. The tour will conclude with dinner at one of the District's many wonderful eateries. Tour leader: **Michael Dostal**, Director of Commercial Real Estate Development at Ohio City Near West Development Corp.

Monday, September 30, 6:30 - 10:30 p.m.
Fee: CUED members, \$55; nonmembers, \$65 (includes dinner)

Workshop: Growing Your Businesses Through Technology

Can your community become the next Silicon Valley, Silicon Prairie, or Route 128? What do you need to do to get it there — or to lift its technology and competitiveness above its current level? Learn how economic developers and others are creating incubators for technology-intensive businesses; forging technical alliances among universities, businesses and public organizations; and helping to disseminate technology to local corporations. Instructors include **Kurt Chilcott**, Director of Economic Development for the City of San Diego; **Eva Klein**, President of Eva Klein & Associates; **Dorothy Baunach**, Associate Director of Cleveland Tomorrow; **Vernon George**, President of Hammer, Siler, George Associates; **Rohit Shukla**, Executive Director of the Los Angeles Regional Technology Alliance; **Andrew Reamer**, Ph.D., President of Andrew Reamer & Associates; and **Dinah Adkins**, Executive Director of the National Business Incubation Association.

Wednesday, October 2, 1:30 - 5:30 p.m.
Fee: CUED members, \$55; nonmembers, \$65

Neighborhood Economic Development Tour

Come see economic and community development close up. Cleveland has some of the most interesting neighborhood economic development programs in the country. You will see the MidTown Corridor, a central city commercial/industrial area that is to receive \$500 million in investment by the year 2000. You will see a new housing project in the tough Hough neighborhood and then visit Church Square, one of the premier new urban shopping centers in the country. From there you will pass through University Circle, Cleveland's medical, academic, and cultural center. Then you will visit the impressive Cleveland Enterprise Center at the Glenville Incubator, where you will hear presentations by the Cleveland Development Bancorporation, which is run by Shore Bank; the Cleveland Advanced Manufacturing Program; and Neighborhood Progress Inc. Your tour leader is **Christopher Johnson**, Executive Director of MidTown Corridor.

Monday, September 30, 2:30 - 6:15 p.m.
Fee: CUED members, \$20; nonmembers, \$25

Involvement with experts and peers

CUED has two types of committees to serve the educational and programmatic interests of its members: working committees, which establish policy and programs for the organization, and specialty committees, which provide an opportunity for members to discuss with other members unique policy and program issues regarding their economic development specialty, as well as the opportunity to meet with experts on an informal basis. Committee meetings are open to all members of CUED.

CUED Working Committees

**Sunday, September 29, 1996
1:30 - 4:00 p.m.**

POLICY, ISSUES AND LONG RANGE PLANNING

Chair: **Ray Christman**, President, Southwestern Pennsylvania Industrial Resource Center

This committee develops policy positions on a range of issues for the organization. It also identifies emerging issues and trends and follows the direction of government policies and programs at the federal, state, and local levels.

CONFERENCE AND ECONOMIC DEVELOPMENT EDUCATION

Chair: **Ken Dobson**, Senior Vice President, Kirco-Kensley Development

This committee selects topics for conferences, evaluates proposals from cities seeking to be a site for CUED conferences, and oversees educational programs developed for CUED members and economic development practitioners.

PUBLICATIONS, TECHNICAL ASSISTANCE, AND AWARDS

Chair: **Allan Kotin**, Principal, Sedway Kotin Mouchly Group

This committee supervises publications, new reports, and electronic network services of CUED. It monitors, promotes and directly supports CUED's technical assistance efforts. The committee also sets the context and procedures for the annual awards program.

MEMBERSHIP AND MARKETING

Chair: **Nancy Williams**, Director, Economic Development, GTE Telephone Operations

This committee identifies prospects for membership recruitment by the committee members and provides input on CUED membership services.

CUED Specialty Committees

**Sunday, September 29, 1996
4:00 p.m. - 6:00 p.m.**

NEIGHBORHOOD-BASED ECONOMIC DEVELOPMENT

Co-chairs: **Elaine Black**, Executive Director, Tools for Change, and **Rey Boezi**, President, R.A. Boezi & Associates

Ohio Resource Person: **Eric Hodderson**, President, Neighborhood Progress, Inc., Cleveland, OH

This committee identifies issues and opportunities associated with neighborhood commercial revitalization, low income entrepreneurship, finance trends, and retention.

BUSINESS DEVELOPMENT

Co-chairs: **Bob Ady**, Executive Consultant to the President, PHH Fantus, and **Lorrie Louder**, Director of Industrial Development, St. Paul Port Authority

Ohio Resource Person: **Joseph C. Kramer**, Vice President, Economic Development, Greater Cincinnati Chamber of Commerce

This committee looks at such topics as marketing, retention, brownfield sites, workforce

preparation, urban industrial parks, and finance issues, including IDB and other state finance programs. It addresses the needs and concerns of economic developers through this informal roundtable discussion.

TECHNOLOGY

Co-chairs: **Kurt Chilcott**, Director, San Diego Economic Development Services, and **Ray Christman**, President, Southwestern Pennsylvania Industrial Resource Center

Ohio Resource Person: **Dorothy Baunach**, Deputy Director, Cleveland Tomorrow

This committee is aimed at those economic development practitioners working in technology commercialization, development and deployment. It addresses the needs of the growing field of metropolitan-based technology resource centers that work with technology-oriented companies.

MILITARY BASE REUSE/ DEFENSE CONVERSION

Co-chairs: **Vernon George**, President, Hammer, Siler, George Associates, and **Karl Seidman**, President, Karl Seidman Consulting Services

Ohio Resource Person:
Bruce Miller, Executive Director, Rickenbacker Port Authority, Columbus, OH

This committee examines the diversification of economies in communities affected by the downsizing of the defense industry. It looks at the reuse and redevelopment of bases that have been announced for closure and at the regional economic impact of those closings.

Monday, September 30, 1996
4:30 p.m. - 6:00 p.m.

EMPOWERMENT ZONES/ENTERPRISE COMMUNITIES

Co-chairs: **Diane Lupke**, Principal, Lupke & Associates, and **Joseph James**, Director, Office of Economic Development, City of Richmond, VA

Ohio Resource Person:
India Pierce-Lee, City of Cleveland Empowerment Zone Director

This committee examines the effectiveness of state

enterprise zones and monitors the success of empowerment zones and enterprise communities once they are designated. It deals with issues related to marketing, management, and operations of these communities.

BUSINESS FINANCE

Co-chairs: **Steve Budd**, President, CityWide Development Corporation, and **John Sower**, President, Development Finance Corporation

Ohio Resource Person:
Robert Hudecek, Vice President and Manager, Community Development Lending, Key Bank

This committee promotes the use and understanding of small business financing programs including: SBA's Section 504, HUD 108/EDI, Bank CDCs, CDFI, SBA Microloans and CDBG Microloans. The committee helps you learn what financial sources are most appropriate for the small businesses in your area — and how to tap into those sources.

DOWNTOWN DEVELOPMENT

Co-chairs: **John Tuite**, Director of Economic Development, City of Palm Springs, CA, and **Richard Ward**, President, Development Strategies, Inc.

Ohio Resource Person:
Jim Mastandrea, Chairman, Downtown Development Coordinators, Cleveland, OH [invited]

This committee focuses on commercial revitalization, including shopping and retail, tax assessment/improvement districts, and the location of federal/state government facilities. It looks at tax increment financing and studies the role of other major players in downtown development.

REGIONAL MARKETING

Co-chairs: **Lynn Haskin**, Executive Director, Greater Philadelphia First, and **Greg Wingfield**, President, The Greater Richmond Partnership, Inc.

Ohio Resource Person:
Claire Rosacco, Governor's Regional Economic Development Representative, Cleveland, OH

This committee examines the role of metropolitan areas and other local or regional groups

that market their area as a whole. Such groups typically cut across city, county, and even state lines in order to present a large, recognizable region to potential investors, tourists and others.

INTERNATIONAL

Co-chairs: **William Cline**, Program Consultant, Thunderbird — American Graduate School of International Management, and **Howard Gudell**, Howard Gudell & Company

Ohio Resource Person:
Jaime Sisto, Deputy Director, International Trade, Ohio Department of Economic Development, Columbus, OH

This committee studies the issues connected with exporting, international trade, reverse investment, GATT and NAFTA-Hemisphere Treaty. It provides CUED members access to information, resources and support in order to take advantage of the opportunities presented in the global marketplace.

UTILITY ECONOMIC DEVELOPMENT ROUNDTABLE

Co-chairs: **Shirley Kruse**, Director, Regional Development, Cincinnati Gas & Electric Company, **Michael Montgomery**, Manager, Economic Development and Community Affairs, Pennsylvania Power and Light, and **Tom Ticknor**, President, Ticknor & Associates

Ohio Resource Person:
Jim Alexander, Manager, Economic Development, Centerior Energy, Independence, OH

This committee provides a forum for energy and telecommunication company development professionals whose infrastructure focuses on retention and development efforts and the role that utilities can play in assisting with the expansion and retention of businesses and the local economy.

Friday, September 27

All day – Economic Development Marketing (CUED Course)*

Saturday, September 28

All day – Economic Development Marketing (CUED Course)*

12:30 p.m.

Golf Outing*

8:00 p.m.

Shear Madness*

Sunday, September 29

10:00 a.m. - 4:00 p.m.

- | Workshop: Getting Wired on the Internet*
- | Workshop: Empowerment Zones, Enterprise Communities, And Enterprise Zones*
- | Workshop: Building Board Leadership and the Board-Chief Executive Partnership*

11:30 a.m. - 4:00 p.m.

- | Workshop: Loan Portfolio Securitization*
- | Boat Tour: A Look at America's North Coast*

1:00 - 4:00 p.m.

Tour: Development Starts Where the Trains Stop*

1:30 - 4:00 p.m.

CUED Working Committee Meetings:

- | Policy and Issues and Long Range Planning
- | Conference and Economic Development Education

- | Publications, Technical Assistance, and Awards
- | Membership and Marketing

4:00 - 6:00 p.m.

Specialty Committee Meetings

- | Neighborhood-Based Economic Development
- | Business Development
- | Military Base Reuse and Defense Conversion
- | Technology

6:15 - 9:30 p.m.

President's Reception at the Rock and Roll Hall of Fame and Museum

Monday, September 30

7:00 - 8:30 a.m.

Breakfasts

- | Creating a Strategic Plan to Market Your Community To Employers*
- | The Job Outlook for Economic Developers*
- | Welcome to New Members of CUED*
- | Regional Approaches to Economic Development*

8:30 - 10:00 a.m.

Opening Session/Keynote

10:30 a.m. - 12:00 Noon

Concurrent Sessions #1

- A. Incentives for Business: What Communities Are Doing Today
- B. Creative Project Financing
- C. Cleaning Up Brownfields
- D. Benchmarking: Measuring Your Achievements

12:15 - 2:15 p.m.

National Economic Development Awards Luncheon

2:30 - 6:15 p.m.

Neighborhood Economic Development Tour*

2-30 - 4:30 p.m.

Concurrent Sessions #2

- A. Marketing Your Community to Manufacturers
- B. Federal Programs Update
- C. Public-Private Development Projects
- D. Technological Change and Economic Development

4:30 - 6:00 p.m.

Specialty Committee Meetings

- | Empowerment Zones/Enterprise Communities
- | Business Finance
- | Downtown Development
- | Regional Marketing
- | International
- | Utility Economic Development Roundtable

6:30 - 10:30 p.m.

- | CUED Recognition Dinner*
- | Dinner Tour: the Warehouse District and Ohio City*

Tuesday, October 1

7:00 - 8:30 a.m.

Breakfasts

- | Advertising Strategies To Reach Your Target Market*
- | Military Base Closures, Economic Development Conveyances, and Defense Conversion*

- | Meet With CUED's President*
- | Deal Making: Finding the Funds for Your Project*

8:30 - 9:30 a.m.

Morning Keynote

10:00 - 11:45 a.m.

Concurrent Sessions #3

- A. Views from Corporate America: What Really Works in Marketing Your Community
- B. Small Business Finance
- C. Developing Your Waterfront
- D. Attracting Foreign Investors and Finding Export Markets

12:00 - 2:00 p.m.

- | Special Issue Luncheon: The Role of Elected Officials in Economic Development*
- | Backstage Tour: Playhouse Square and the Theater District*

12:00 - 3:45 p.m.

Workshop: Beneath the Bleachers — the Business of Cities and Sports*

2:00 - 3:30 p.m.

Concurrent Sessions #4

- A. The Skilled Worker Shortage
- B. Equity Investment Funds for Business — How They Work and How To Get Them
- C. Breaking the Barriers to Growth: Assembling Land Parcels For Expansions and New Projects
- D. Development Partners: Foundations, Universities, and Medical Centers

2:00 - 5:30 p.m.

Special Session: What Do Site Selectors Want — And How Do You Work With Them?

CONFERENCE REGISTRATION

Complete the registration form and return to: CUED 1996 Annual Conference Registrar, 1730 K Street N.W., Suite 700, Washington, DC 20006, or Fax (202) 223-4745

1. Fill out a separate registration form for each attendee. Use photocopies if necessary. Send or fax the form and a check or purchase order to CUED. No one will be admitted without payment.
2. Registrations received by 8/30/96 qualify for the early registration fee. Please call for reduced rates on blocks of three or more attending from the same organization. Only registrations accompanied by payment or purchase order and received by 8/30/96 qualify for the early registration discount.
3. Cancellation policy: Refunds are available, less a \$60 handling fee for written cancellations received prior to September 20, 1996. No refunds will be made after that date.

Name _____ Title _____ Organization _____
 Address _____
 City _____ State _____ Zip _____
 Phone/Fax # _____ First name as you would like to appear on name tag _____

This is the first CUED Annual Conference for which I have registered. Please send exhibiting information. Please send membership information.

The basic registration fee entitles you to attend any of the numbered concurrent sessions (Tracks A, B, C, and D, with six sessions in each), all general sessions including all keynote speakers, Sunday and Tuesday receptions, Monday lunch, Wednesday breakfast, all coffee breaks, and all CUED committee meetings. It also entitles you to the full packet of conference materials

4:00 - 5:30 p.m.

- Concurrent Sessions #5
- A. Business Retention and Expansion
 - B. Gaming: Cutting the Right Deal With the Casino
 - C. How To Cut Costs on Large Construction Projects
 - D. Utilities' Role in Economic Development

6:00 - 7:30 p.m.

Annual Reception

Wednesday, October 2

8:00 - 9:30 a.m.

Economic Outlook Breakfast and Annual Business Meeting

9:30 - 10:30 a.m.

Morning Keynote

11:00 a.m. - 12:30 p.m.

- Concurrent Sessions #6
- A. Attracting Office Jobs
 - B. Innovative Economic Development Financing Programs
 - C. Business Improvement Districts and Cleaning Up the City
 - D. Economic Development Leadership Strategies

1:30 - 5:30 p.m.

Workshop: Growing Your Businesses Through Technology*

* Extra fee required

Please circle correct fee.

		Member	Non-Member
CUED Annual Conference	before 8/30/96	\$395	\$495
	after 8/30/96	\$465	\$565
Pre-Conference Marketing Training Course (2 days)	before 8/30/96	\$295	\$345
	after 8/30/96	\$395	\$445
Other Pre-Conference Events:			
Golf Outing		\$98	\$98
Shear Madness		\$25	\$25
Boat Tour: A Look at America's North Coast		\$55	\$65
Tour: Development Starts Where the Trains Stop		\$25	\$30
Workshop: Getting Wired on the Internet		\$75	\$85
Workshop: Empowerment Zones, Enterprise Zones, and Enterprise Communities		\$75	\$85
Workshop: Building Board Leadership		\$75	\$85
Workshop: Loan Portfolio Securitization		\$75	\$85

Mid-Conference Events:

Beneath the Bleachers —			
The Business of Cities and Sports	\$55	\$65	
Neighborhood Economic Development Tour	\$20	\$25	
Dinner and Tour of the Warehouse District and Ohio City	\$55	\$65	
CUED Recognition Dinner	\$55	\$65	
Backstage Tour: Playhouse Square and the Theater District	\$30	\$35	
Special Issue Luncheon: The Role of Elected Officials in Economic Development	\$35	\$40	

Please circle correct fee.

	Member	Non-Member
Breakfast Roundtables: Monday Concurrent Breakfasts (Choose Only One)		
Creating a Strategic Plan to Market		
Your Community to Employers	\$20	\$25
The Job Outlook for Economic Developers	\$20	\$25
Welcome to New Members of CUED	\$20	\$25
Regional Approaches to Economic Development	\$20	\$25
Breakfast Roundtables: Tuesday Concurrent Breakfasts (Choose Only One)		
Advertising Strategies To Reach Your Target Market	\$20	\$25
Military Base Closures, Economic Development Conveyances, and Defense Conversion	\$20	\$25
Meet With CUED's President	\$25	
Deal Making: Finding Funds for Your Project	\$20	\$25
Post-Conference Workshop:		
Growing Your Businesses Through Technology	\$55	\$65
TOTAL (Payment in U.S. dollars only)	\$ _____	\$ _____



National Council for Urban Economic Development
 1730 K Street, N.W., Suite 700,
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 Phone: (202) 223-4735
 Fax: (202) 223-4745
 web: <http://cued.org/>
 e-mail: mail@urbandevlopment.com

Coming Soon From CUED

Plan NOW for these important events!

In order to make informed decisions for your community, meet economic development practitioners from across the country, and learn the latest economic development trends, tools, and techniques — plan now to attend the following CUED conferences!

October 31 - November 2, 1996
Creating Economic Viability Through Regional Cooperation
The Hotel Monteleone, New Orleans, LA

Will regionalism help solve urban decline? Can increased awareness of regional cooperation help create and retain jobs? Which organizational approaches have been successful? This two-day event provides the opportunity to examine examples of cooperative regional successes and the elements that make them prosper. Attend sessions on cost and revenue sharing, federal and state incentives for regional cooperation and regional workforce issues.

November 14 - 16, 1996
Entrepreneurs, Technology, & Growth Companies
Inter-Continental Hotel, Los Angeles, CA

This conference will explore the vitality of growing companies and the technology that fuels them. It will examine topics such as entrepreneurs, incubators, universities' ties to new companies, opportunities on the Internet, venture capital and initial public offerings, the convergence of media and technology firms, and ways that communities acquire concentrations of high-growth, high-tech companies.

January 23 - 25, 1997
If You Build It, Will They Come?
Tempe Mission Palms Hotel, Tempe, AZ

Thousands of American communities are struggling with the question of how to promote their sports and tourism industries. Many cities are erecting stadiums, arenas, convention centers, or conference centers. How well are these projects working? Is their impact on economic development exaggerated? What happens when your team decides to leave town — unless you build it a shiny new stadium? Is it wise to spend public funds on private sports or tourism ventures? Leading figures from the sports, tourism, and economic development fields will explore these questions.

February 26 - 28, 1997
Legislative Conference
Financing Economic Development and Attracting Jobs
Omni Shoreham Hotel, Washington, D.C.

CUED's conference on legislative developments and business attraction is back by popular demand. Find out how the new — or second-term — President plans to shift economic development policy. Learn how the new Congress will respond to those changes and add some of its own. Come to Washington early in the legislative session so that you can talk to your members of Congress and make sure that your community is not left out of the agenda. You will hear from some of the top leaders in the nation's capital and from outside it. Also, don't miss the sessions on attracting private employers to your community.

September 20 - 24, 1997
CUED Annual Conference
Hotel Inter-Continental, Miami, FL

For more information on these or future conference topics and locations: 1) **contact** CUED Deputy Executive Director Chris Mead at (202) 223-4735, 2) **access** our World Wide Web site on the Internet at <http://cued.org/> 3) **copy** this form and send it to 1730 K Street, N.W., Suite 700, Washington, D.C. 20006 4) **fax a copy** of this form to (202) 223-4745. or 5) **e-mail** to mail@urbandedevelopment.com

Name _____

Title _____

Organization _____

Address _____

City/State/Zip _____

Phone: _____ Fax: _____

E-mail: _____

Please put me on the mailing list for the following conference brochure when it comes out: _____

Please send me information about how to become a sponsor of the following conference: _____

REGISTRATION INFORMATION: (202) 223-4735

HOTEL INFORMATION

The **Wyndham Cleveland Hotel at Playhouse Square**, which is the main conference hotel, is the centerpiece of a plan that has returned Cleveland's theater and business district to its past glory. Located downtown among Euclid Avenue's sidewalk cafes, fountains, kiosks, and one-of-a-kind public art, the hotel is just steps away from Playhouse Square Center's four theaters, the Rock and Roll Hall of Fame, Tower City and Galleria shopping complexes, and the Flats entertainment district.

The Wyndham has set aside a block of rooms at a special rate for CUED conference attendees: \$109 single, double, or suite. Reservations must be made by **August 30, 1996**. Rooms not reserved by this date will be released and available on a first-come, first-served basis thereafter. Call **(216) 615-7500** for reservations.

CUED also will be holding events at the **Embassy Suites Hotel**, which is two short blocks from the Wyndham. Embassy Suites features free cocktail hours every night, a complete fitness center, and a nightclub and espresso bar. Embassy Suites has set aside rooms at a special rate of \$110 single or double. Reservations must be made by **August 30, 1996**. Call **(216) 523-8000** for reservations.

AIRLINE INFORMATION

Continental has been chosen as the official airline of CUED's Annual Conference. Continental will offer CUED conference attendees discounts up to 10%. Help support CUED by making your reservations through Continental Airlines Meeting Works at **1 (800) 468-7022** and refer to reference number **N72E71** for reservations.

► Attention members of the Mid-America Development Council and Ohio Development Association

Attend the 1996 CUED annual conference at the CUED member rate! Just identify yourself as a member of MAEDC or ODA, and take advantage of a \$100.00 savings.

43 4 Breakfast Roundtables

Join your CUED colleagues for facilitated roundtable discussions on topics of interest to you as a professional. Please indicate on the registration form which roundtables you want to attend. There is a fee of \$20 for members and \$25 for nonmembers for each breakfast.

Creating a Strategic Plan to Market Your Community to Employers

An effective community marketing effort is much more than knocking on doors and selling prospects. The economic marketplace is now more competitive than ever. This breakfast will focus on developing a strategic marketing plan that will increase your promotional success. Meet with marketing experts to discuss: how to build on existing clusters or industry linkages; analytical approaches to determine your target industries; innovative ways of assessing your community's competitive position; and much more. Speakers include **Marilyn Swartz Lloyd**, Principal of the

BRF&G Consulting Group, **David R. Kolzow**, Manager of Economic Development Consulting at Fluor Daniel Inc., and **Barbara E. Kauffman**, Vice President of Economic Development for the Regional Business Partnership in Newark.

**Monday, September 30,
7:00 - 8:30 a.m.**

The Job Outlook for Economic Developers

Where are the jobs in economic development today? What skills are employers looking for? The field is in a state of rapid change. What do these changes mean for you personally and professionally? What new or upgraded skills will you need to stay competitive? What are the advantages and disadvantages of independent consulting as an alternative? Listen to noted recruiters discuss what may be your employment future. Speakers are **Rick Weddle**, President and CEO of the Toledo Regional Growth Partnership, **Joan Jorgenson**, Managing Director of Executive Resource Group, and **Chuck Taylor**, Managing Partner of Lamalie Amrop International.

**Monday, September 30,
7:00 - 8:30 a.m.**

Welcome to New Members of CUED

All new members of CUED who are attending the conference are invited to this breakfast. Welcome! You will meet CUED President John Claypool and other CUED officials, who will explain some of the benefits of being involved in this organization — and will find out what you would like to get out of this rapidly growing and changing association. Speakers are **Nancy Williams**, Director of Economic Development at GTE Telephone Operations and Vice President of CUED, **John Claypool**, Executive Director of Greater Philadelphia First and President of CUED, and **Jeffrey Finkle**, Executive Director of CUED.

**Monday, September 30,
7:00 - 8:30 a.m.**

Regional Approaches to Economic Development

As long as there are communities, there will be competition — but there also should be cooperation. Speakers at this breakfast will examine ways to promote metropolitan/regional cooperation for marketing, strategic planning, and other economic development functions. Studies indicate that neglect of the urban core can have a negative impact throughout the metropolitan economy. Sometimes following the lead of the Founding Fathers — creating *E pluribus*

unum (one out of many) — makes good economic sense. Speakers are **Mark Kleinschmidt**, President of New Castle County Economic Development Corp., **Howard J. Grossman**, Executive Director of the Economic Development Council of Northeastern Pennsylvania, and **Charlie Woods**, CEO of Scotland Europa.

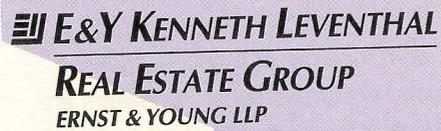
**Monday, September 30,
7:00 - 8:30 a.m.**

Advertising Strategies To Reach Your Target Market

Economic developers direct millions of dollars every year into advertisements promoting their part of the country. How effective are these ads? What guidelines should you use in determining if your advertisements have been successful? How much do other communities spend on these promotions, and how much, if anything, should you spend? Listen to and question the advertising representatives of several major economic development publications. Speakers are **D. David Johnson**, Manager of Economic Development Sales at *Business Week*, **Tom Lewis**, Area Development Manager for *Fortune*, and **Joann Carson**, Publisher of *Business Facilities*.

**Tuesday, October 1,
7:00 - 8:30 a.m.**

Our Platinum Sponsor

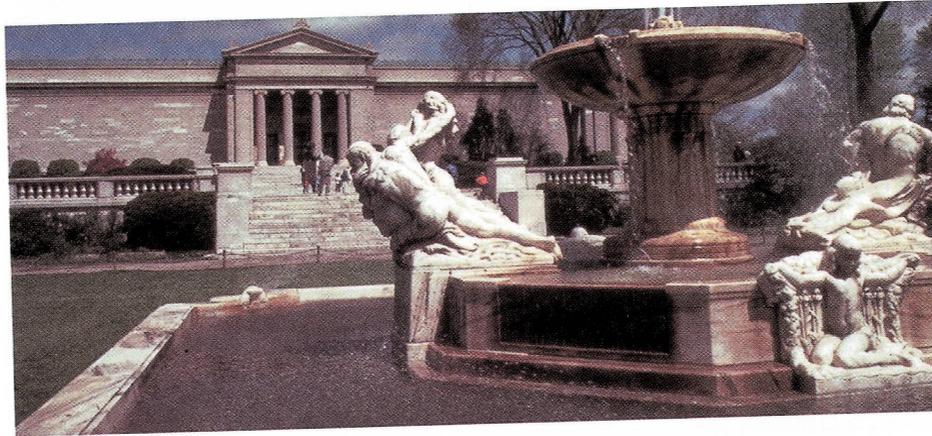


E&Y Kenneth Leventhal Real Estate Group

The E&Y Kenneth Leventhal Real Estate Group of Ernst & Young LLP (E&Y KL) is the preeminent provider of real estate advisory services nationwide. E&Y KL has more than 2,300 professionals providing audit, tax and real estate advisory services to owners, builders, lenders and users of real estate. E&Y KL works with government officials to help them:

- 1) develop plans and structure public/private finance to implement public facilities and economic development projects;
- 2) generate non-tax income from surplus or underutilized real estate assets; and
- 3) reduce real estate operating costs.

Breakfast Roundtables



University Circle

Military Base Closures, Economic Development Conveyances, and Defense Conversion

Has a military base closed in your area or is one slated for closure? Find out the latest ways that communities and the federal government are dealing with these problems. See the innovative strategy that has won recognition (including an award from CUED) for Rickenbacker Port Authority. Also learn about defense conversion strategies: how to help private employers switch from defense production to civilian customers. Speakers are **David Wilcox**, Senior Vice President of Economics Research Associates, **Bruce Miller**, Executive Director of Rickenbacker Port Authority, **David Slater**, Vice President of Hammer, Siler, George Associates, and **Dennis G. Coleman**, Executive Director of the St. Louis County Economic Council.

Tuesday, October 1, 7:00 - 8:30 a.m.

Meet With CUED's President

Meet with CUED President **John Claypool** to discuss what CUED can do to serve the economic development profession better. What research projects, publications, and conferences would you like to see CUED sponsor? Are there urgent issues in economic development that CUED should examine more closely? What can CUED do for your community? Bring your suggestions and questions to someone who is eager to listen and respond.

Tuesday, October 1, 7:00 - 8:30 a.m.

Deal Making: Finding the Funds for Your Project

This workshop, led by conference **Platinum Sponsor E&Y Kenneth Leventhal**, is designed to help you network with potential investors or lenders in your projects. Meet with bankers, financial services companies, individual investors, real estate investment trust managers, pension funds, and other people and organizations that can help make your idea a reality.

Tuesday, October 1, 7:00 - 8:30 a.m.

GETTING ON TRACK

CUED's annual conference features four tracks of concurrent sessions. There is a total of six rounds of each track, providing you 24 sessions to choose among. All of the sessions are part of the regular conference program and do not require an extra fee. The four tracks are: **Business Attraction and Retention; Finance; Real Estate and Land Use Issues; and Tools and Techniques.** You may take all six sessions from the track that is most important for you, so as to gain an in-depth knowledge of the track, or you may move from track to track to visit the individual sessions that fit your interest best.

Track A

BUSINESS ATTRACTION AND RETENTION

■ Incentives for Business: What Communities Are Doing Today

There are many different kinds of financial incentives being offered to attract relocating or expanding companies. They include tax reductions, job training, utility rate reductions, permit waiving (or permit expediting), creation of industrial parks, and transportation links such as highway access roads. Which of these tools are being used most today? Which approaches are fairest to existing companies and taxpayers? Should you include incentives in your economic development "tool kit"? Should you protect your community with "clawbacks" or other safeguards against unkept corporate promises?

**Monday, September 30,
10:30 a.m. - 12:00 p.m.**

■ Marketing Your Community to Manufacturers

Manufacturers are the big game that every governor or mayor likes to hunt. Landing a major manufacturer can transform a community's economy. What are the latest trends in factory relocations? Are your community's taxes, labor rates, other costs, and labor availability competitive? Which states and cities are attracting the most manufacturing jobs today? How do you decide which kinds of manufacturing best fit your community? How can urban areas compete against suburban greenfields?

**Monday, September 30,
2:30 p.m. - 4:30 p.m.**

■ Views From Corporate America: What Really Works in Marketing Your Community

Economic developers spend a lot of time and money trying to attract companies to their communities. But how much of this effort is really worthwhile? What better way to find out than to listen to corporate officials themselves? This session tries to cut through the middlemen to get to the heart of the matter: what companies want from communities and from economic developers. You will hear from executives themselves — including **James Biggar**, former Chairman of Nestle USA, and **Michael Hienstra**, Vice President of Parker Hannifin Corporation. Hear the results from an exclusive survey, to be released for the first time, on what corporate executives think about working with economic developers.

**Tuesday, October 1,
10:00 a.m. - 11:45 a.m.**

Track A continued

BUSINESS ATTRACTION AND RETENTION

■ The Skilled Worker Shortage

Unemployment is relatively low, which should be welcome news. But it is leading to shortages in certain labor markets, which in turn is cramping growth. Many economic developers have found it hard to attract or retain companies because their skilled labor pool is so tight. How serious is the skilled labor shortage and what can be done about it? Are there cost-effective programs to improve the skills of unskilled workers?

**Tuesday, October 1,
2:00 p.m. - 3:30 p.m.**

■ Business Retention and Expansion

Business is becoming more mobile every day. Some communities are aggressively trying to pry away companies from urban or suburban areas such as yours. How do you help your community's businesses have a stake in where they are? How can you help local businesses grow? It is said that existing

and locally grown businesses account for the vast majority of the new jobs in most communities. This session will discuss retention and expansion tools such as customer surveys, ombudsmen, permit expediting, and fostering business alliances and clusters.

**Tuesday, October 1,
4:00 p.m. - 5:30 p.m.**

■ Attracting Office Jobs

Service businesses account for the great majority of jobs and are generally nonpolluting, but often they are passed over by economic developers. Find out what service businesses are looking for in telecommunications, office buildings, city amenities and tax and regulatory policies — and how you can attract these firms to your community. Learn how to compete for corporate headquarters, back-office operations, software and Internet companies, and other white-collar employers.

**Wednesday, October 2,
11:00 a.m. - 12:30 p.m.**

Track B

FINANCE

▲ Creative Project Financing

Private money is trickling back into economic development projects — through public-private partnerships, tax increment financing, sales and leasebacks of public property, attraction of new investors, the renewed growth of real estate investment trusts, and other sources. What are the latest tools of the trade in funding development? Why is there such a focus on creativity these days? What types of projects are finding investors? Ask this panel of experts if your project financing plan makes sense.

**Monday, September 30,
10:30 a.m. - 12:30 p.m.**

▲ Federal Programs Update

Federal economic development policy and funding have seen vast changes in a short period of time from early Clinton Administration initiatives to Republican Congress makeovers and cutbacks. What's left? Learn about the federal budget for economic development and where there still may be funds for your area. Find out the latest information from **Dr. Phillip Singerman**, Assistant Secretary for Economic Development of the U.S. Department of Commerce; **Patty Forbes**, Acting Associate Deputy Administrator for Economic Development of the Small Business Administration; and **Rep. Paul Kanjorski** (D-PA), one of Congress's leading advocates for economic development. Invited speakers include **Kirsten Moy**, Director of the Community Development Financial Institution Fund and **Andrew Cuomo**, Assistant Secretary of Community Planning and Development at the Department of Housing and Urban Development.

**Monday, September 30,
2:30 p.m. - 4:30 p.m.**

▲ Small Business Finance

Are businesses in your community finding the funds they need? Where should you turn to help them? This session will provide you with an overview of some of the funding sources available, including SBA and CDBG microloans, CDFI, bank CDCs, HUD 108/EDI, SBA Section 504, and various private capital sources. The panelist will help you decide the best approach for the businesses in your area.

**Tuesday, October 1,
10:00 a.m. - 11:45 a.m.**

▲ Equity Investment Funds for Business — How They Work and How To Get Them

At a time of scarcity of economic development resources, more and more communities are looking at private equity financing. One speaker from Great Britain will describe the extensive amount of pension fund financing there for small business development. U.S. speakers will show how similar financing and other equity sources are helping to create jobs and regenerate communities around the United States. Panelists will look at venture capital and at mezzanine financing used to supplement bank loans.

**Tuesday, October 1,
2:00 p.m. - 3:30 p.m.**

▲ Gaming: Cutting the Right Deal With the Casino

Some communities have treated gaming tax revenue as infinite streams of cash to be used for beautiful hotels, glittering lights and stunning landscapes. But what if your community is a low-income urban area that doesn't expect the gaming money to last forever and can't be turned into Las Vegas anyway? You might try to use the money for some basic, bread-and-butter infrastructure improvements that will be there when the high rollers are long gone. See how one community on the edge of the huge Chicago market cut just such a deal with a casino company. There are lessons here for every jurisdiction considering gaming.

**Tuesday, October 1,
4:00 p.m. - 5:30 p.m.**

▲ Innovative Economic Development Financing Programs

It's nice to finance a project; it's even better to finance a program that will fund a whole series of projects. A new type of financing is making it possible to fund multiple economic development projects, including land, buildings and equipment for manufacturing, offices, and warehousing at once. As one of the financiers states, "You all of a sudden go from handing out brochures to funding the projects." The technique involves helping economic development organizations obtain an investment grade rating. By this method, more than 85 projects totaling more than \$300 million have been funded in Ohio alone over the past few years. Learn about this and other innovative ways to fund what your community needs.

**Wednesday, October 2,
11:00 a.m. - 12:30 p.m.**

REAL ESTATE AND LAND USE ISSUES

■ **Cleaning Up Brownfields**

The brownfields problem continues to plague inner cities. Environmental regulations make it difficult for companies to reuse old industrial or warehouse properties that may contain hazardous wastes. As a result, broad swaths of inner cities are unable to attract the businesses that might lead to economic recovery. Is this an example of “environmental injustice”? Find out some solutions being proposed by federal officials and local economic developers. Among the presenters is **Rep. Louis Stokes** (D-OH).

**Monday, September 30,
10:30 a.m. - 12:00 p.m.**

■ **Public-Private Development Projects**

Taxpayers are increasingly rejecting tax increases and referenda to fund convention centers, convention hotels, sports and entertainment centers, parking garages, and other infrastructure improvements. So more and more downtowns and other urban areas are being transformed by using creative public-private finance and development partnerships. From this session you will gain a better understanding of the flexibility and deal structure of public-private partnerships, and you will learn how to optimize private investment and leverage public capital and non-capital investments. Case studies will be included.

**Monday, September 30,
2:30 p.m. - 4:30 p.m.**

■ **Developing Your Waterfront**

If the downtown is the heart of a city, the water is its soul. Changing a community's waterfront can alter its feel and image completely. Two decades ago, the Cuyahoga River was so polluted it burst into flames. Today it cuts a glittering path through night spots and tourist attractions. Cleveland's waterfront is one of several examples to be explored in this session. Learn about other cities and lessons in waterfront development that can be applied to your community.

**Tuesday, October 1,
10:00 a.m. - 11:45 a.m.**

■ **Breaking the Barriers to Growth: Assembling Land Parcels for Expansions and New Projects**

Often in urban land assembly, one plus one equals jobs. Employers typically need larger work sites than are readily available — forcing city officials, real estate agents, and developers to combine different lots into larger pieces of land. Learn the latest in how this creative, complex and sometimes frustrating process works. See also how people are finding new ways to help urban companies expand without moving to the suburbs.

**Tuesday, October 1,
2:00 p.m. - 3:30 p.m.**

■ **How To Cut Costs on Large Construction Projects**

So you found funding for your project. Now what? First of all, make sure the project is designed to keep costs low. Otherwise, no matter how brilliant the original concept was, it may turn into a white elephant. Learn how new methods of planning and design can help you avoid cost overruns or other nasty surprises— including lawsuits. In development and construction, more than in almost any other field, the old saying applies: an ounce of prevention is worth a pound of cure.

**Tuesday, October 1,
4:00 p.m. - 5:30 p.m.**

■ **Business Improvement Districts and Cleaning Up the City**

Business Improvement Districts (BIDs) — special tax assessment districts, often in urban retail areas, and frequently used to fund such improvements as street cleanup and extra security — have proliferated in recent years. Why? Are they necessary because cities aren't performing their basic duty of keeping the streets clean and safe? Or are they a creative way of fighting urban decay?

**Wednesday, October 2,
11:00 a.m. - 12:30 p.m.**

TOOLS AND TECHNIQUES

- **Benchmarking: Measuring Your Achievements**

People in every profession, including economic development, are becoming more and more accountable for their activities these days. Those who cannot measure the benefits of what they have done may not be doing it much longer. Learn how you can find “benchmarks” for the success of your projects or your community, and see how to institute those measuring systems publicly. Are “jobs attracted” and “jobs retained” sufficient measurements of your performance?

**Monday, September 30,
10:30 a.m. - 12:00 p.m.**

- **Technological Change and Economic Development**

Looking at technology is as close as we can get to realizing mankind’s dream of seeing the future. In this session, you will get a glimpse of where our technology is heading and what it means to the economic development professional.

For example, you will learn how the new telecommunications bill is affecting communities’ business attraction activities. You will see how computer technology is destroying some jobs and simultaneously creating whole new fields of employment. And you will learn how experts are turning to new kinds of job training and business attraction to stay on top of the technology wave.

**Monday, September 30,
2:30 p.m. - 4:30 p.m.**

- **Attracting Foreign Investors and Finding Export Markets**

The day when it was announced that Siemens of Germany was part investor in a new \$1.5 billion chip plant near Richmond, the governor of Virginia was on a trade mission to Asia. That’s just one illustration of how important international trade and investment has become to economic development. Learn how economic development experts are courting foreign investors and markets and see if your program measures up to theirs.

**Tuesday, October 1,
10:00 a.m. - 11:45 a.m.**

- **Development Partners: Foundations, Universities, and Medical Centers**

Economic developers — who are your friends and natural allies? At a time of reduced federal funding, it is urgent that economic development professionals find new partners and become reacquainted with old ones. This session is designed to help you work better with three kinds of institutions that have vested interests in their communities: foundations, universities, and medical centers. These groups have formidable resources that can be enlisted in the struggle to revitalize your community.

**Tuesday, October 1,
2:00 p.m. - 3:30 p.m.**

- **Utilities’ Role in Economic Development**

Utilities traditionally have played an important role in economic development. Energy and basic telephone service providers are, literally, plugged into the economic fate of their regions. But the rush of competition in all types of utilities has jeopardized their ability to provide broader services to the community such as underwriting advertisements to attract

new businesses to the area. How can you strengthen your partnership with utilities? Could the new competition actually spur utilities to be *more* aggressive in business attraction and other economic development activities?

**Tuesday, October 1,
4:00 p.m. - 5:30 p.m.**

- **Economic Development Leadership Strategies**

In almost every community there are individuals who play a key role in economic development, either as catalysts for action, consensus builders, or simply as advocates for economic development. How can this leadership be mobilized and sustained in a community to support programs and projects? What are the best mechanisms for using their talents and energies? This session will feature the winner of the CUED Economic Development Citizen Leadership Award and other programs advanced by local leadership.

**Wednesday, October 2,
11:00 a.m. - 12:30 p.m.**

International Speakers

CUED would like to welcome its many visitors from Great Britain, Europe, Canada, and other parts of the world at this conference. In particular, we welcome members of our associated organizations, including the Economic Developers Association of Canada (EDAC) and the European Association of Development Agencies (EURADA), who along with CUED and the Australia and New Zealand RSA are founding members of the International Network of Economic Developers (INED). Can your community create a business relationship with a foreign city or region? International speakers at this event include:



Paul Convery
Chairman
Greater London Enterprise
London, England



Andrew Peacock
President Business
Development Information Inc.
Halifax, Nova Scotia, Canada



Klaus Thiessen
President Winnipeg 2000
Winnipeg, Manitoba, Canada



Brian Wright
Chief Executive
London Enterprise Agency
London, England



Bob Downes
Director Industry and Skills
Scottish Enterprise
Glasgow, Scotland



Sally Powell
Rapporteur on Urban Policy
Committee of the Regions
European Union
London, England



David Walburn
Chief Executive
Greater London Enterprise
London, England

Not pictured here:

Gregory Clark
Harkness Fellow
Columbia University
New York, New York
Greater London Enterprise
London, England

Christian Saublens
Executive Director
European Association of
Development Agencies
Brussels, Belgium



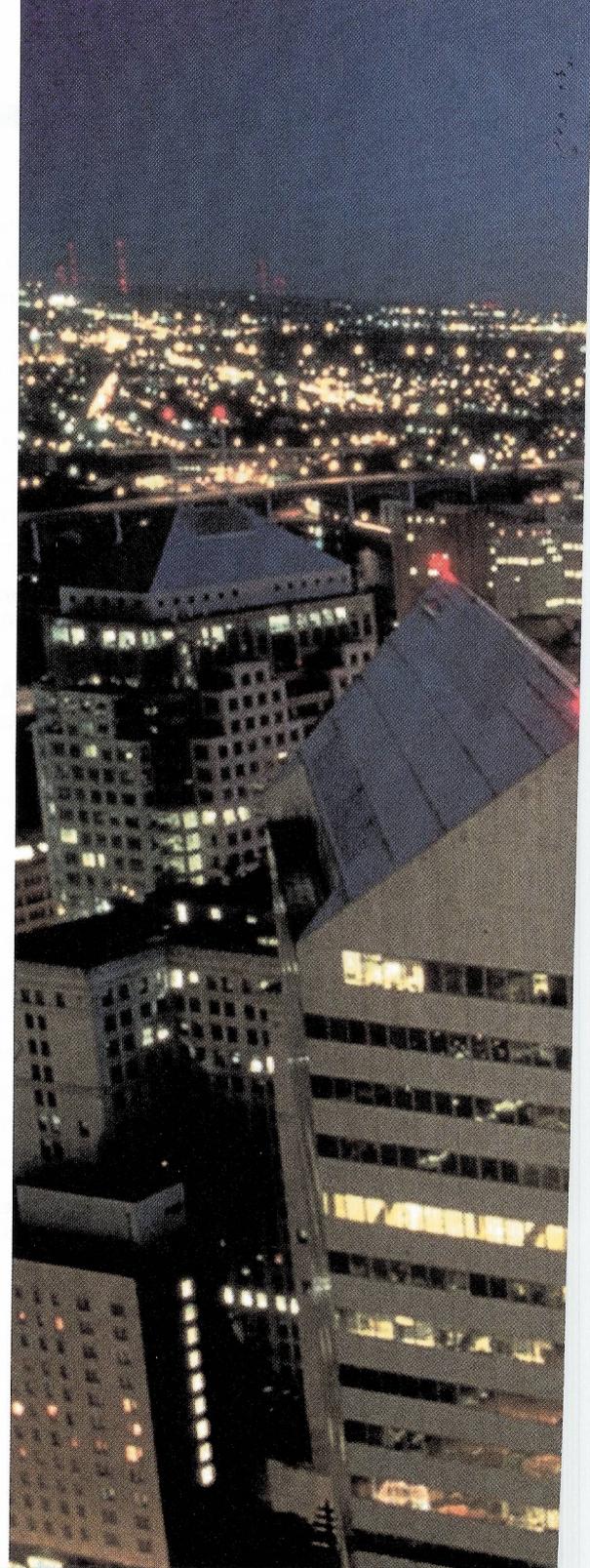
Jack Logan
President Economic Developers
Association of Canada
Executive Director, Bridgewater
Development Commission
Bridgewater, Nova Scotia,
Canada



Kristian Primdahl
President European Association
of Development Agencies
Director, Storstrom Business
Development Centre
Vordingborg, Denmark



Charlie Woods
Chief Executive
Scotland Europa
Brussels, Belgium



Other featured speakers:

Jeff Applebaum

Partner
Thompson, Hine & Flory
Cleveland, Ohio

Robert A. Baker

Director of Development
Massachusetts
Government Land Bank
Boston, Massachusetts

Mark Barbash

Executive Director
Columbus Countywide
Development Corp.
Columbus, Ohio

James M. Bennett

President
J.M. Bennett and Associates
Crown Point, Indiana

Howard Benson

President
National Community
Development Services Inc.
Atlanta, Georgia

Daniel Berry

Vice President
Workforce Preparation
Greater Cleveland
Growth Association
Cleveland, Ohio

Julia Binkerd

Senior Vice President
Business Retention
New York City
Economic
Development Corp.
New York, New York

Thomas Blanchard Jr.

Director
Planning and Research
WNY Office
Empire State Development
Corporation
Buffalo, New York

M. Jay Brodie

Executive Director
City of Baltimore
Development Corp.
Baltimore, Maryland

Amos Brown

Executive Director
Corporation for
Economic Development
of Harris County
Houston, Texas

Michael Buckley

Partner
E & Y Kenneth Leventhal
New York, New York

Janet Bureson

Executive Director
Portland Development
Commission
Portland, Oregon

Gary Conley

President
Institute of Advanced
Manufacturing Sciences
Cincinnati, Ohio

Janet Cypra

President
Cypra & Associates Inc.
Beverly Shores, Indiana

Duane W. Dedelow Jr.

Mayor
City of Hammond
Hammond, Indiana

Gene DePrez

Partner
Fluor Daniel Consulting
Location Advisory Services
Florham Park, New Jersey

Sherman Dudley

Associate Director
Georgia Tech Economic
Development Institute
Douglas, Georgia

Abraham Farkas

Director
Planning and Development
City of Eugene
Eugene, Oregon

Robert C. Farley

Partner
PHH Fantus Consultants
Bethesda, Maryland

Michael Francois

Director
Real Estate Development
New Jersey Economic
Development Authority
Trenton, New Jersey

Joseph Franzese

Business Development
Manager
Principal-in-Charge
Rock and Roll Hall
of Fame Project
Turner Construction
Company
Cleveland, Ohio

David Freedman

Associate Director
Fitch Investors Service
New York, New York

Robert L. Gonzales

President and CEO
Greater Tucson
Economic Council
Tucson, Arizona

Gerald L. Gordon

Executive Director
Fairfax County Economic
Development Authority
Vienna, Virginia

Terri Hamilton

Director
Community Development
City of Cleveland
Cleveland, Ohio

James C. Hankla

City Manager
City of Long Beach
Long Beach, California

Barbara Howley

Partner
Squire, Sanders & Dempsey
Cleveland, Ohio

Donald E. Jakeway

Director
Ohio Department of
Economic Development
Columbus, Ohio

David Johnson

Partner
Baker & Daniels
Indianapolis, Indiana

Jack Kleinhenz, Ph.D.

Senior Director of Research
and Chief Economist
Greater Cleveland
Growth Association
Cleveland, Ohio

Ronald C. Kysiak

Executive Director
Evanston Inventure Inc.
Evanston, Illinois

Ronald J. Labinski

Senior Vice President
HOK Sports Facilities Group
Kansas City, Missouri

Michael Lawson

President and CEO
Economic Development
Corp. of Utah
Salt Lake City, Utah

Andrew T. Levine

President Development
Counsellors International
New York, New York

Hugh Loftus

Director
Los Angeles Office
North American
Development Bank
Los Angeles, California

John Loftus

Seaport Director
Toledo-Lucas County
Port Authority
Toledo, Ohio

Timothy Long

Vice President
Miller & Schroeder
Financial Inc.
Columbus, Ohio

Cecil Mellin

Partner
Squire, Sanders & Dempsey
Cleveland, Ohio

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Manager,
Economic Development
and Community Affairs
Pennsylvania Power
and Light Co.
Allentown, PA

Ioanna T. Morfessis, Ph.D

President and
Chief Executive Officer
Greater Phoenix
Economic Council
Phoenix, Arizona

Michael E. Morrison

Director Economic
Development Department
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Abilene, Texas

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Trade Adjustment Assistance
New Jersey Economic
Development Authority
Trenton, New Jersey

David A. Wilcox

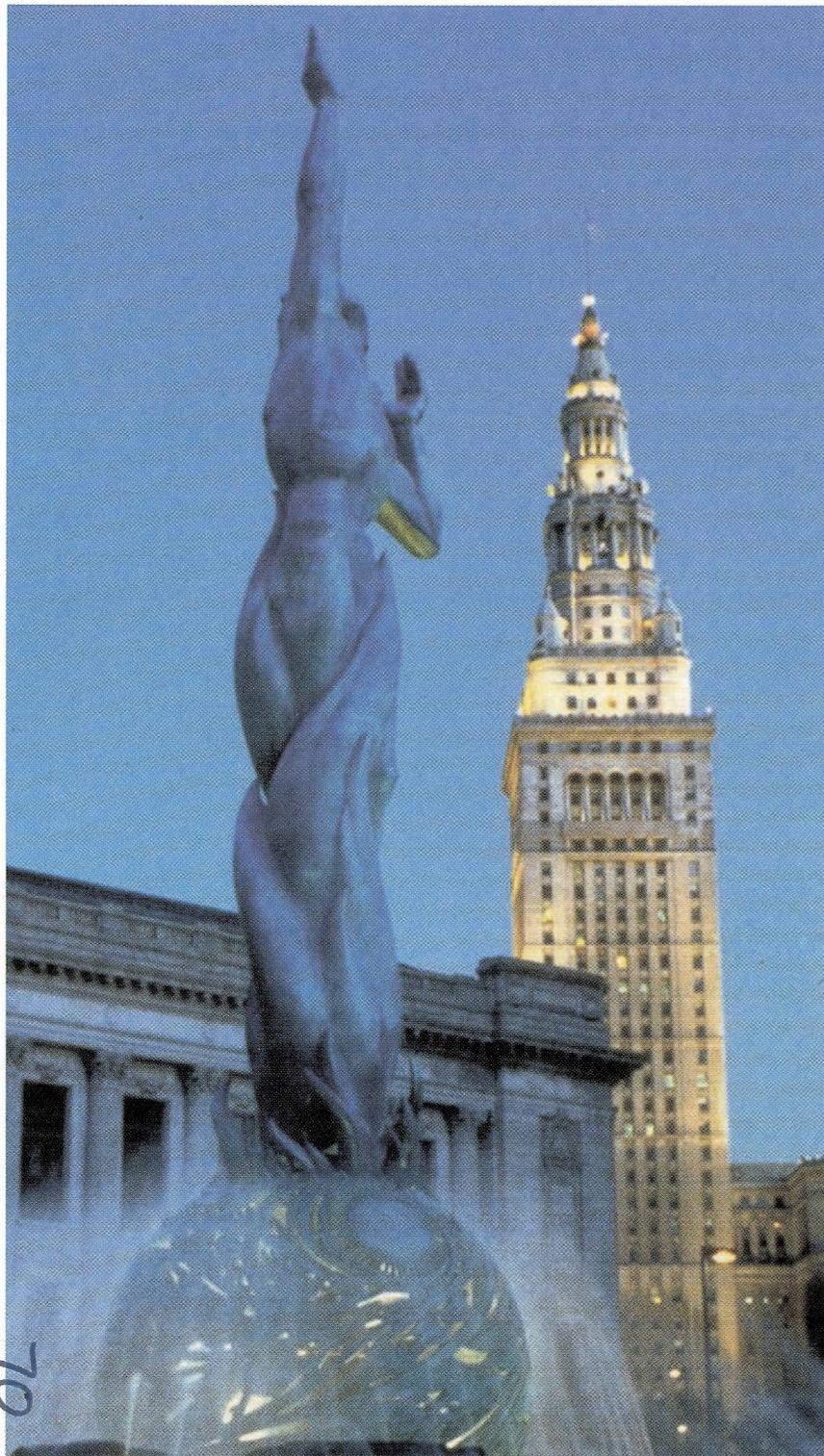
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Economics Research
Associates
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Executive Director
Potomac
Knowledgeway Project
Reston, Virginia

Thomas H. Zarges

President and CEO
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International/Government Liaison
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Port Authority

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Director of Commercial
Real Estate Development
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Miller & Schroeder Financial, Inc.



MORRISON KNUDSEN CORPORATION



NATIONAL COMMUNITY DEVELOPMENT SERVICES, INC.



ROCK AND ROLL HALL OF FAME + MUSEUM



OHIO DEPARTMENT OF DEVELOPMENT



THOMPSON HINE & FLORY P.L.L.



City of Cleveland

Celebrating 200 years of growth and development on America's North Coast, Cleveland is the "New American City." Fueled by a spirited community, Cleveland is forging ahead into a new era of development. World-class facilities, including the Gateway Sports Entertainment Complex, the Rock and Roll Hall of Fame and Museum, and the Great Lakes Science Center are all part of an exciting lineup of new attractions that are shaping Cleveland as a significant destination city.

Cleveland-Cuyahoga County Port Authority

The Port Authority was founded in 1968 to assist industry in the creation and preservation of jobs and employment opportunities within Northeastern Ohio. To further this mission, in 1993 the Board of Directors expanded from traditional maritime operations by adding an Economic Development Group to the Port Authority. This group was initially created to provide the financing for, and monitor the construction of, the Rock and Roll Hall of Fame and Museum. On Labor Day, 1995, the Rock Hall was completed and opened, on time and on budget.

Forest City Enterprises, Inc.

Forest City Enterprises, Inc. is a major, vertically integrated national real estate company with four Strategic Business Units: The Commercial Group, the Residential Group, the Land Group and the Trading

Group. Forest City owns approximately \$2.4 billion of properties at cost in 20 states and Washington, D.C. The company's executive offices are in Cleveland, Ohio. Regional offices are located in New York, Los Angeles, Boston, Chicago, Portland, Tucson, Detroit, and Washington, D.C.

Fluor Daniel Consulting

Based in Greenville, SC, Fluor Daniel Consulting specializes in the optimal geographic positioning of corporate resources — people, facilities, and technology — throughout the world. In addition to offering business location strategy consulting, FDC provides economic development counsel to states, cities, and other entities wishing to foster economic growth. Recent clients include *Fortune* 500 domestic and international companies as well as well-known economic development authorities such as the State of New Jersey and the cities of Fargo, ND and Birmingham, AL.

The Greater Cleveland Growth Association

is America's largest chamber of commerce, with approximately 16,000 members. Created in 1848 as the Cleveland Board of Trade, the Growth Association has evolved into one of the nation's strongest development organizations. The mission of the Greater Cleveland Growth Association is to serve as the catalyst for economic growth and job creation in Northeast Ohio.

Miller & Schroeder Financial, Inc.

Miller & Schroeder Financial, Inc. is a national investment banking firm with its primary offices in Ohio, Minnesota, and California. The firm specializes in and has completed more than \$25 billion of economic development and structured financing.

Morrison Knudsen Corporation

Morrison Knudsen's (MK's) operation in Cleveland (formerly H.K. Ferguson) was founded in 1918 on its ability to design and construct "standard factory buildings." Today, MK is a diverse, technologically advanced organization of engineers, architects and construction professionals providing comprehensive facility project services. MK has annual revenues of \$2.7 billion, and a work force of over 12,000 and projects underway on six continents.

National Community Development Services Inc.

Founded in 1977 by Howard Benson, CEO, National Community Development Services, Inc. (NCDS) is one of the country's most successful fund-raising firms. Specializing in assisting clients whose primary funding source is the local business community, NCDS has created and managed over 600 income development campaigns, raising over \$500 million.

Rock and Roll Hall of Fame and Museum

Designed by world-renowned architect, I. M. Pei, the Rock and Roll Hall of Fame is the world's first museum dedicated to the living heritage of rock and roll music. The collections, films and interactive displays will propel you through rock and roll — its history and mythology.

State of Ohio Department of Development

The Ohio Department of Development is responsible for creation, retention, and expansion of job opportunities for the state. The Department, made up of seven divisions, administers both short- and long-term economic development programs. These programs make Ohio an industrial and technological leader throughout the United States.

Squire, Sanders & Dempsey

Squire, Sanders & Dempsey practices law worldwide and is headquartered in Cleveland. The firm represents governmental bodies and private entities in connection with the planning, financing, and carrying out of a wide array of economic development and public-private partnership projects. The firm also has an extensive public finance practice and in 1995 was the fifth most active bond counsel in the country.

Thompson Hine & Flory P.L.L.

Thompson Hine & Flory P.L.L. is among the nation's largest law firms and has a leading reputation in construction law. Its "Project Counsel" concept of coordinating legal services through all phases of a project is unique and has been utilized to provide optimal and cost-effective service to clients in connection with a wide variety of construction matters.

Turner Construction Company

Turner Construction Company, the nation's largest diversified builder of commercial, industrial, health-care, institutional and government building projects, has been located in Cleveland since 1962. Turner has been involved in the largest and most prestigious projects built in Northeast Ohio, such as the Rock and Roll Hall of Fame and Museum, Gund Arena, Palace Theater Restoration, and Society Tower.

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BAKER & DANIELS



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COUNCIL OF GREATER CLEVELAND

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Airlines** 

RTA
GREATER CLEVELAND
REGIONAL TRANSIT AUTHORITY

GSI ARCHITECTS, INC.



PLAYHOUSE
SQUARE
CENTER 

Baker & Daniels

Baker & Daniels is a multi-office law firm of more than 225 professionals headquartered in Indianapolis, Indiana. The firm maintains affiliated non-lawyer subsidiaries in both Washington, D.C., and Indianapolis, involved, in each case, in a broad range of governmental practices and economic development issues. Over the past 15 years, Baker & Daniels has developed a substantial practice in structuring public/private partnerships and in securing economic development incentives for corporate and governmental clients throughout the United States.

Centerior Energy

Centerior Energy's development professionals have the experience and professional expertise to serve your expansion and location needs. Finding the right site, locating the financing, and handling the red tape. Your inquiries held in strictest confidence.

Cleveland State University

Cleveland State University is an innovative institution of higher learning based in downtown Cleveland. The Urban Center is the urban policy research and public service arm of CSU's Levin College of Urban Affairs. Economic development is a major ongoing priority for both The Urban Center and the College.

The Construction Advisory Council of Greater Cleveland

The Construction Advisory Council of Greater Cleveland is composed of major construction companies and 12 construction unions that work together to encourage new construction projects and to provide pension fund financing for downtown housing projects.

Continental Airlines

Continental Airlines operates 235 daily flights to Cleveland serving over 182 destinations worldwide. Continental has been chosen as the official airline of CUED's Annual Conference and is offering discounts up to 10%. Contact Continental Airlines Meeting Works at 1-800-468-7022 and refer to reference number N7E71 for reservations.

Greater Cleveland Regional Transit Authority

The Greater Cleveland Regional Transit Authority (RTA) was created in 1975. The RTA serves the mobility needs of Greater Cleveland's residents, businesses, and visitors by providing high quality, multi-modal public transportation service that delights its customers and produces social, economic, and environmental benefits for the community.

Gilberti Spittler International

Founded on the principles of creativity, quality and commitment, GSI Architects is a multi-disciplinary team of professionals experienced in the areas of planning, architecture, engineering, project and facilities management. GSI's theater and entertainment group incorporates a unique approach that focuses not only on creative and functional design, but also enhances the economic viability of a project through operational efficiencies and alternative revenue sources.

HOK Sport

Kansas City-based HOK Sports Facilities Group is the world's leading sports architecture firm. Founded in 1983, the firm has designed more than 250 sports facilities, encompassing every type of sport and level of play. HOK Sport is a part of Hellmuth, Obata and Kassabaum, Inc., the nation's largest architectural firm.

Playhouse Square Foundation

Playhouse Square Foundation is a 501 (c) (3) not-for-profit which restored and operates Playhouse Square Center and related properties in downtown Cleveland, Ohio. The Center's four contiguous historic theatres seat over 7,000 and entertain over one million people each year.

Bronze Sponsors

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INCORPORATED**

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STRATEGIC DEVELOPMENT GROUP INCORPORATED

The Austin Company

The Austin Company, founded in Cleveland, Ohio, in 1878, serves industry, commerce, and government with a full range of consulting, design, engineering, and construction services for new facilities, renovations, and expansions. Austin operates through 35 offices worldwide.

Convention & Visitors Bureau of Greater Cleveland

The Convention and Visitors Bureau of Greater Cleveland serves as a destination marketing organization promoting the facilities, attractions and events of the Greater Cleveland area to the convention, trade show, meeting and tourism industries.

Development Counsellors International

Development Counsellors International (DCI) is the only firm specializing exclusively in all phases of economic development marketing and consulting in both the U.S. and internationally. It has represented since 1960 more than 240 economic development clients.

Fitch Investors Service

Founded in 1913, Fitch is a full-service rating agency, internationally recognized by

investors, regulators, and issuers, with a strong and growing market share and a staff of several hundred professionals. Ratings and research cover municipal bonds, mortgage- and asset-backed securities, market risk products, industrial companies, financial institutions, and utilities.

Orion Consulting Incorporated

From assistance with a formalized strategic business plan which defines the objectives, requirements and action steps, to sorting through the maze of complex development issues, Orion can do it. It assists with conceptual strategic planning, project feasibility, financial projections, investor/developer/lender selection deal structuring, linkage possibilities, lender questions, and other planning, development, and operational opportunities.

Strategic Development Group

Strategic Development Group, Inc. (SDG) specializes in information and planning services with emphasis in economic development. SDG's Project Impact™ helps communities analyze the economic impact of businesses, Project Impact™ is currently used in all 50 states.

Pre-Conference Course!

Build Your Marketing Skills in a New CUED Economic Development Marketing Course

Friday, September 27 and Saturday, September 28, 1996

Economic development marketing has become increasingly sophisticated and competitive.

Today there are literally thousands of players and targets both here and abroad. Given this competitive environment, economic development practitioners must have a marketing plan and message that both reaches and influences their target markets.

CUED's new two-day course, **Economic Development Marketing**, will provide you with the hands-on skills you need to effectively market your community. You will learn:

- How to develop and implement a marketing plan.
- How to identify local competitive advantages.
- What factors site selectors take into consideration when they choose communities.
- How to design marketing messages that create the response you want.
- Which marketing techniques work, and why.
- How to identify and target businesses that will help you to meet your economic development goals and objectives.

CUED has put together a panel of top marketing practitioners, site selection consultants and marketing consultants to provide you with an exciting, informative and rewarding learning experience.



Bob Ady has over 30 years of experience at PHH Fantus, the nation's oldest and largest business location consulting service, where he has helped locate over 200 companies around the world.



Ted Levine in 1960 founded Development Counsellors International, the only firm then and now specializing in economic development marketing, with a collective client list that totals over 247 different organizations.



Sue Southon has over 10 years of experience in economic development marketing and site location consulting, serving state governments, local communities and private industry.



Charlie Webb, Vice President of the nation's largest Chamber of Commerce, has 30 years of business attraction and retention experience, including 16 years of top level Chamber of Commerce experience.

The course will be held two days before the **CUED Annual Conference** — Friday, September 27 and Saturday, September 28, 1996 at the **Wyndham Cleveland Hotel** at Playhouse Square in Cleveland, Ohio — **site of the CUED conference**. Reserve your place at the **Economic Development Marketing Training Course** today!

COURSE REGISTRATION FORM

CUED course tuition includes registration fees, course manual, copies of overheads and other handouts.

Marketing Course Fees	Before 8/30/96	After 8/30/96
CUED Member Rate	\$295	\$395
Non-Member Rate	\$345	\$445

Marketing Course Registration Form

Complete the registration form below, and return it with a check, purchase order or credit card number to:

The National Council for Urban Economic Development
Attention: Education Programs,
1730 K Street, NW,
Suite 700, Washington, DC 20006

Registration form may be faxed to (202) 223-4745.
Payment must follow.

Cancellation policy: Written request for full refund of prepaid enrollment will be honored, less a \$50 cancellation fee, if received prior to September 20, 1996. Refunds will not be granted after that date. Substitutions may be made at any time without penalty.

YES! Please enroll me in CUED's new course **Economic Development Marketing**.

Name _____

Title _____

Organization _____

Address _____

City/State/Zip _____

Phone/Fax No. _____

Amount Enclosed \$ _____

Check or money order (payable to the National Council for Urban Economic Development)

Visa Mastercard

Card Number _____ Exp. Date _____

Cardholder's Name (please print) _____

Cardholder's Signature _____

Please send me information on future CUED courses.

Please send me additional membership information.

73

Registration Information: (202) 223-4735

1996 CUED Annual Conference

Creating Jobs in a Competitive Economy

Cleveland, Ohio
September 29 —
October 2, 1996



**National Council for
Urban Economic Development**

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Who Should Attend?

- Economic Development Directors
- Local Elected Officials
- City and County Managers
- International Trade Professionals
- Real Estate Developers and Brokers
- Planners
- Financiers
- Architects and Engineers
- Academicians and Education Representatives
- Chamber of Commerce Leaders
- Employment and Training Specialists
- Consultants
- Utility Executives

Build Your Marketing Skills in a New CUED Economic Development Marketing Course

Economic development marketing has become increasingly sophisticated and competitive. Today there are thousands of economic development professionals competing for the attention of potential targets both here and abroad. Given this challenging environment, economic development practitioners must have a marketing plan and message that both reaches and influences their target markets. The ability to design and implement a successful marketing plan that makes effective use of available resources and distinguishes a community from others is a valuable skill for any professional with the responsibility of promoting growth in his or her community.

CUED's new course, Economic Development Marketing, offers a comprehensive overview of the tools and techniques you will need to succeed in marketing your community. Economic Development Marketing will provide you with the hands-on skills you need to position your community and succeed in attracting key partners for long-term growth. You will learn:

- How to develop and implement a marketing plan.
- How to identify local competitive advantages.
- What factors site selectors take into consideration when they choose communities.
- How to design marketing messages that create the response you want.
- Which marketing techniques work and why.
- How to identify and target businesses that will help you to meet your economic development goals and objectives.

Course Leaders

CUED has put together a panel of top marketing practitioners, site selection consultants and marketing consultants to provide you with an exciting, informative and rewarding learning experience.



Bob Ady

Executive Consultant to the President, PHH Fantus Consultants, Chicago, IL. Bob Ady has over 30 years of experience at PHH Fantus, the nation's oldest and largest business location consulting service, where he has helped locate more than 200 companies around the world.



Ted Levine

Chairman, Development Counsellors International, New York, NY. In 1960, Ted Levine founded Development Counsellors International, the only firm then and now specializing in economic development marketing. Today, DCI has a collective client list that totals more than 247 different organizations.



Sue Southon

Consultant, Strategic Planning Services, Bloomfield Hills, MI. Sue Southon has over 10 years of experience in strategic economic development marketing and site location consulting, serving state governments, local communities and private industry.



Charlie Webb

Vice President, Greater Cleveland Growth Association, Cleveland, OH. Vice President of the nation's largest Chamber of Commerce, Charlie Webb has 30 years of business attraction and retention experience, including 16 years as a senior Chamber of Commerce executive.

Hotel Accommodations

Participants are responsible for their hotel, travel and meal expenses. CUED has secured a block of rooms at Wyndham Cleveland Hotel, site of the training course, at a special rate of \$109, single or double. To receive the reduced rate, you must make your reservations by August 30, 1996 and state that you are participating in the National Council for Urban Economic Development's Training Course. After this date, reservations will be taken on a space available basis at the regular hotel rate. Room reservations can be made by calling the hotel at (216) 615-7500.

PROGRAM

Friday, September 27, 1996

9:00 a.m. Course Overview

9:15 a.m. Introduction to Economic Development Marketing

Marketing is more than selling a community or developing a catchy slogan or logo. It is a tool to help you promote economic growth and development of your community. This session introduces the fundamentals of marketing, how it promotes economic development, the economic developer's role in developing and implementing a marketing plan, and the different targets of economic development marketing.

10:30 a.m. Coffee Break

10:45 a.m. Understanding the Product - Your Community

To market effectively, a marketer must know the product, whether it be the local community as whole, a commercial site, an industrial park, or a neighborhood. Assessing your community for its competitive strengths and opportunities provides key information to educate prospective companies, formulate marketing goals and strategies, and to evaluate the effectiveness of your plan.

12:00 p.m. Lunch (on your own)

1:00 p.m. A Case Study

A case study example of understanding the strengths, weaknesses and opportunities of a community.

2:00 p.m. Targeting Your Marketing Efforts

No community can compete successfully in every market. In fact, marketing to every business in every industry risks not reaching anyone. Limited resources - staff and financial - and the need to make a positive impression, force communities to focus their marketing efforts. This session will address how to identify the appropriate target for your marketing program and how to reach individual firms in that target market.

3:30 p.m. Coffee Break

3:45 p.m. Understanding the Market

Marketing, unlike selling, focuses on the needs and requirements of the buyer. By understanding what companies look for in a location and how they prioritize their requirements, practitioners can better assess what they need to do to meet those requirements, as well as how to reach that target market. This session will address what location factors businesses take into consideration, who selects a site, and what is a typical site selection process.

5:15 p.m. Conclusion of First Day's Program

Evening assignment

Saturday, September 28, 1996

9:00 a.m. Understanding Your Community's Image

What is the perception of your community? Does that perception match your community's economic development goals? The image of a community can be a critical factor that influences a person's or business's decision to visit, invest or locate in your community. Images can change, so they must be developed and managed. This session will address how to determine and measure your community's image.

10:30 a.m. Coffee Break

10:45 a.m. Marketing Message

Marketing messages and materials can enhance or reinforce positive images, neutralize or change unfavorable images or create an image if no image exists. Marketing messages do not have to be elaborate to be effective but they must be credible, valid and have appeal. This session will help you to create a marketing message that is distinctive and appeals to your target market.

11:30 a.m. Marketing Tools

There are numerous techniques that can be used to promote a community. Understanding the strengths and weaknesses of these different marketing techniques makes it easier to know when and how to use each technique and what mix will meet your marketing needs. This session addresses the different marketing techniques from advertising to direct mail to hosting events, including advantages and disadvantages of each and how and when to use them.

12:45 p.m. Lunch (on your own)

1:45 p.m. Marketing Strategies: Building Your Marketing Plan

All communities "market" themselves whether or not they have developed a marketing plan. A marketing plan helps to ensure that you are making a positive impact and are making effective use of available resources - staff and financial. It provides a guide for all marketing activities. This session addresses how to set realistic goals and objectives, develop strategies and action plans that support your marketing goals and how to work with other organizations in supporting your marketing objectives.

3:30 p.m. Improving the Product

Marketing is often distinguished from selling as providing a product that the customer wants. Product improvement can be an important step in meeting your target market's needs and making your community more competitive. This session addresses different approaches to making your community more competitive including the role of incentives in marketing.

5:00 p.m. Conclusion of the Program

CUED courses are taught by economic development professionals experienced in training. The courses are designed to create a highly interactive environment combining lectures, exercises, case studies, class discussions, and working groups. Here is what economic development practitioners have said about CUED training courses:

"The CUED course has made me more aware of current trends within the industry. By listening and interacting, I have found this training to be particularly useful in solidifying our program."

Norma Nichols,
Director of Economic Development,
City of Farmers Branch, Texas

"CUED training definitely made me think about some of the ideas I would like to see in our economic development."

John Hyushka,
Director of Economic Development,
Saskatoon Regional Economic Development Authority
Saskatchewan, Canada

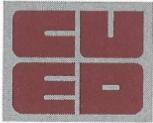
"The quality of the speakers is excellent. They not only provided shared experiences, but they also gave the fundamental points in implementing it in our own communities. That's something I can take back and use. I will definitely come back again."

Brian Dabbs,
Economic Development Representative,
Mississippi Power Company

"CUED training is especially useful and informative."

Janice Plumstead,
Economic Development Specialist,
Dalhousie University
Halifax, Nova Scotia, Canada

This course will be useful to economic development practitioners who need a state-of-the-art primer on the tools, techniques and strategies to successfully market their community. If you are an economic development professional, chamber of commerce representative, locally elected official, city manager or staff member, involved in community or neighborhood-based economic development, or a consultant or other professional active in the economic development of communities, this course is a must.



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FUTURE CUED COURSES

- Economic Development Finance
- Economic Development Planning
- Entrepreneurial Strategies
- Managing Economic Development Organizations
- Redevelopment Finance
- Neighborhood Development Strategies

CALL CUED AT (202) 223-4735
FOR MORE INFORMATION

Economic Development Marketing



Build Your Marketing Skills in a New CUED Economic Development Marketing Course

Friday - Saturday, September 27-28, 1996
Wyndham Cleveland Hotel at Playhouse Square
Cleveland, OH



In touch with today's issues

Plan to attend the 1996 CUED Annual Conference following this course. September 29 - October 2

About CUED

The National Council for Urban Economic Development (CUED) is a nonprofit membership organization committed to the economic development and revitalization of our nation's cities. Formed in 1967, CUED is recognized as the premier economic development organization serving local economic development professionals from both the public and private sectors. Our services include:

- *Developments*, a twice-monthly newsletter
- *Commentary*, a quarterly journal
- *Economic Developments Abroad*, the only international economic development newsletter published in the U.S.
- Information Service Reports
- Technical reports and manuals
- Information Clearinghouse, a national resource center
- Policy Advisory Service, a direct technical assistance program
- Conferences, workshops, and professional education
- Network of working and special-issue committees
- Discounts for travel and professional development

It Pays To Be A Member

The savings membership brings on conference attendance, publications and member services more than covers the cost of membership. On this course alone, members save \$50. Member dues are prorated according to the organization or company type. Don't miss out on the value and savings of becoming a CUED member. Join the nation's premier economic development organization today.

Membership Categories and Dues:

Public Agency	Under 100,000 population	\$295	1 Member
	100,000-199,999	\$395	2 Members
	200,000-499,999	\$695	3 Members
	500,000+	\$995	4 Members
Non-profit	Under \$250,000 operating budget	\$295	1 Member
	\$250,000-\$750,000	\$395	2 Members
	\$750,000-\$1.25 million	\$695	3 Members
	\$1.25 million+	\$995	4 Members
Institutions	Universities/Libraries	\$295	1 Member
Consultants	Sole Practitioners	\$295	1 Member
	Economic Development Billings of less than \$1 million	\$695	3 Members
	Economic Development Billings of more than \$1 million	\$995	4 Members
Private	Corporate Development Partners	\$995	4 Members
Students	Full Time Students Only	\$50	
Foreign Members	City, County, and Province Non-Profits	\$395	

CALL CUED TODAY to sign yourself up as a member or to receive further membership information: **(202) 223-4735**. Or visit our homepage at <http://cued.org/>



COURSE REGISTRATION FORM

Registration Fees

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Registration Information: (202) 223-4735

YES! Please enroll me in CUED's new course
Economic Development Marketing.

Name _____

Title _____

Organization _____

Address _____

City/State/Zip _____

Phone No. _____ Fax No. _____

e-mail _____ Website _____

Amount Enclosed \$ _____

Check or money order (payable to the National Council for Urban Economic Development)

Visa Mastercard

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Cardholder's Signature _____

Please send me information on future CUED courses.

Please send me additional membership information.