

**HISTORY**  
**OF THE**  
**AMERICAN**  
**INDUSTRIAL**  
**DEVELOPMENT**  
**COUNCIL, INC.**



Published by the  
**AMERICAN INDUSTRIAL DEVELOPMENT COUNCIL**

## FOREWORD

An attempt has been made here to set forth a history of the American Industrial Development Council. The facts presented come from the records of the Council, and, in some instances, from the memories of those who were closely identified with the organization of the Council and its operation since inception. The Council was of such an informal nature in its early years that not too complete records were maintained, and consequently some references may appear to be too brief.

Under the direction of William J. Russell, former Chairman of the Council, a committee comprised of George C. Smith, Frank K. Shaw, Albert E. Redman, Harry W. Clark and Julius R. Jensen made a compilation of events by five-year periods. From these contributions and other reference material available in the Council's headquarters office, J. Huber Denn, Secretary of the Council, assembled the history in its present form.

The Council hereby acknowledges with deep gratitude the contributions made by the above members of the Council in the interests of the organization.

Lewis M. Holland  
President  
American Industrial  
Development Council

February 6, 1961

## INDUSTRIAL DEVELOPMENT

Industrial Development mobilizes the mental attitudes and the physical and financial resources of a community for the attraction, reception and cultivation of new and expanded industry to bring about the balance of residential, commercial and industrial activities desired for a steady community growth.

It functions by preparing the sites, necessary utilities of industrial and public nature, the financing plan and the construction team, all ready to start immediate construction. It is charged with the promulgation of the community's accomplished preparedness and readiness to satisfy the needs of such industry that will advance the planned development of the community. It has overall responsibility for the erection of new industrial facilities and cushioning the introduction of the new production units in the life of the community. Its work is an integral part of the development and maintenance of a balanced community life. -- Definition adopted by the American Industrial Development Council.

## CHAPTER I

### The Early Years

By George C. Smith

In the early Spring of 1926, Mr. F. Stuart Fitzpatrick of the Chamber of Commerce of the United States headed a small staff committee who discussed with Mr. H. Findlay French, of the Industrial Bureau of the Baltimore Association of Commerce, the possibility of holding a meeting of industrial development men employed by local chambers of commerce.

The National Chamber men were of the opinion that such a conference might lead to a better understanding of the work of industrial bureau managers and bring their work to a higher degree of proficiency. In fact, they stated frankly that some managers were guilty of making most extravagant claims concerning their work and results gotten, to the extent that the entire chamber of commerce movement was being jeopardized by a few who set no limits to their claims.

The committee and Mr. French met with Mr. George C. Smith, then Executive Assistant to the President of the Canton Company and Canton Railroad Company of Baltimore, who had previously been Director of the Industrial Bureau of the Baltimore Board of Trade.

At the latter meeting it was agreed that a national conference would be called, to which would be invited all of the industrial bureau managers of chambers of commerce.

The conference was set for June 1 and 2, 1926 at the headquarters of the Chamber of Commerce of the United States in Washington, D. C. An outline of the subjects to be considered was sent to each person invited to the conference at the time invitations were extended.

The rules established for the conference were simple. They provided for a chairman and secretary and limited discussion to ten minutes "for one person at any one time."

Mr. George C. Smith was elected chairman, on motion by Mr. Martin Dodge, Manager of the Industrial Bureau of the New York Merchants Association, seconded by Mr. J. M. Watters, Industrial Division of the Memphis Chamber of Commerce. Mr. F. Stuart Fitzpatrick of the National Chamber's Organization Service was appointed secretary.

Delegates to the first conference of industrial bureau managers, June 1 and 2, 1926, Washington, D. C., were:

Francis A. Bond	Norfolk, Virginia
Mr. Boone	Brooklyn, New York
G. W. Breiel	Cincinnati, Ohio
Martin Dodge	New York, New York
Louis A. Dumond	Chicago, Illinois
Robert J. Eustace	Davenport, Iowa
L. W. Forman	Queens Borough, New York
H. Findlay French	Baltimore, Maryland
Clifford Gildersleeve	Cleveland, Ohio
Arthur E. Gilman	Pittsburgh, Pennsylvania
W. N. Kessel	Buffalo, New York
E. E. Kramf	Toledo, Ohio
Roland A. David	Tampa, Florida
E. W. Mentel	Kansas City, Missouri
Frederick T. Newell	Atlanta, Georgia
Mr. Puckett	Fort Wayne, Indiana
Dr. S. Rosenheim	Huntington, West Virginia
R. M. Scott	Denver, Colorado
George C. Smith	Baltimore, Maryland
Herbert Stanley	Jacksonville, Florida
Mr. Trussler	Tulsa, Oklahoma
J. M. Watters	Memphis, Tennessee
Roland Woodward	Rochester, New York

#### Second Conference - 1927

The second conference of industrial bureau managers of chambers of commerce was held at the headquarters of the Chamber of Commerce of the United States in Washington, D. C. on Monday and Tuesday, March 28 and 29, 1927.

Some time before the conference the chairman of the previous conference, Mr. George C. Smith, had suggested that an effort be made to secure the attendance of several outstanding industrial development men from leading engineering, railroad and public utility companies, and representatives of industrial finance companies, which suggestion was adopted.

After being welcomed by President O'Leary and Secretary Skinner of the National Chamber, the conference adopted rules providing for a chairman and a vice chairman, the appointment of a secretary, and limiting discussion to ten minutes for each person at any one time. George C. Smith, Consultant, Industrial Bureau of the Baltimore Association of Commerce, was again elected chairman. Mr. Martin Dodge of the Merchants Association of New York, was elected vice chairman, and Mr. F. Stuart Fitzpatrick of the National Chamber was again appointed Secretary.

The total attendance was 65, of which 37 were industrial bureau managers. For the first time the West Coast and Canadian provinces were represented.

After brief remarks by Mr. Colvin Brown, Manager, Organization Service, Mr. E. W. McCullough, Department of Manufactures, and Mr. John Ihlder, Manager of the Civic Development Department of the National Chamber, the program discussion got under way. Copies of the program had been mailed previously to all invited guests.

On the morning of the first day the following subjects were discussed:

- (1) Who is behind the demand for industrial expansion?
- (2) Decentralization of Industry  
What is it? Why is it? Where is it going on? How rapidly? What facts are available with reference to it? The 1926 movement of manufacturing industries.
- (3) What do experienced manufacturers want to know about a location? To what extent do they employ engineers when seeking a location? Has an industrial bureau an educational opportunity through its contacts with inexperienced promoters?
- (4) Relations of industrial bureaus to industrial departments of public utilities and railroads.

Mr. Paull, former Secretary of the Joint Commission on Agricultural Inquiry, and also former Chief of the Domestic Commerce Division of the Bureau of Foreign and Domestic Commerce, Department of Commerce, Washington, D. C., spoke on over-production and decentralization of industry. The view was generally

held that decentralization had not been defined properly and that over-production nationally need not be a detriment in local industrial development.

The Chamber of Commerce of the United States had prepared a summary of industrial development in 1926 for 87 cities, accounting for 618 new industries, of which 302 were financed locally, 130 were of local origin with outside capital, 98 were branch plants, and only 88 were removals.

The public utility and railroad industrial development men gave good accounts of their activities and justified the belief that their addition to the group was well worth while. The same may be said for the representatives of engineering and of finance companies, who were present for the first time. Mr. C. P. Wood of Lockwood-Greene and Company of New York and Mr. Frank B. Ayres of the Louisville, Kentucky, Foundation were especially vocal in their presentations.

The morning session lasted well into the afternoon.

The afternoon session dealt largely with financing new industries, including the function of the industrial bureau in such matters. Bonuses, tax exemptions and other special inducements were considered, and several financing plans were discussed in detail.

On the morning of the second day, industrial surveys were reviewed. Mr. Watrous of Providence, Rhode Island, outlined in some detail the proposed survey of Providence, stating that \$50,000 had been raised to finance it.

There followed a discussion of the distribution census which was being made experimentally at Baltimore. The discussion was led by Mr. Stewart, Director of the Census, and by Mr. Gosnell who had charge of the field work.

The report of the Metropolitan Definition Committee, created the previous year under the chairmanship of Mr. Martin Dodge of New York, was read and adopted.

Community advertising was the next subject for discussion. Tampa, New Orleans, Oregon State, Columbus (Georgia), St. Louis and Atlanta advertising plans were reviewed.

Direct mail circulars, tailor made special reports, radio and other media were discussed. In the delegates' opinion, the principal value of advertising seemed to be that of arousing local pride.

On the afternoon of the second day the first topic was "Financing of Industrial Bureaus." It was followed by a report of the Community Industrial Financing Plans Committee, appointed the previous year under the chairmanship of Mr. J. M. Watters of Memphis. Fourteen questions were raised and answered, after which Mr. O'Connor of the Finance Department of the National Chamber made an excellent summary statement.

The second subject of the afternoon dealt with the relations of industrial bureaus to the real estate fraternity. Only four chambers reported that they owned industrial property for development.

Confidential, authoritative and technical services were then reviewed.

Under the heading "Inter-community Competition for New Industries," the question of bonuses and other special inducements was again raised. After a review of practices prevailing around the country, it was determined that a committee be created to survey the subject and report at the next meeting.

### Third Conference - 1928

The third conference of industrial bureau managers was held in Washington, D. C., at the headquarters of the Chamber of Commerce of the United States on April 2 and 3, 1928. The conference again adopted rules for the selection of a chairman, vice chairman and secretary, and limited discussion to ten minutes for each person at any one time. The conference elected Mr. George C. Smith, Director, Industrial Bureau, Industrial Club of St. Louis, Missouri, as chairman; Mr. J. B. Wiles of Fort Wayne, Indiana, as vice chairman; and Mr. F. Stuart Fitzpatrick, newly elected head of the Civic Development Department of the Chamber of Commerce of the United States, as secretary.

There were 83 names on the preliminary attendance list, including 42 industrial bureau managers of chambers of commerce, and



representatives of railroad, public utilities, industrial finance companies, and engineering firms.

The first topic for discussion was "The Industrial Bureau's Staff, Functions, Personnel, Training and Allotment of Work." Several of the larger staffs were described in detail.

Mr. Frank Shaw, who was attending the meeting for the first time as Atlanta's representative, gave a particularly good account of his organization, as did Mr. Fleming of San Francisco, and Mr. Sangster of Los Angeles.

The second subject dealt with methods which had gotten results in uncovering outside prospects, including advertising, radio, trade analysis and the like.

This was followed by a general discussion of building confidence in the work and findings of the industrial bureaus, to combat the reputation some chambers may have for loose statements.

Discussion on how to work up a proposition, how to record leads and follow-up, and how to serve local established industries filled out the morning program.

In the afternoon the professional and engineering services of the industrial bureau were described. Mr. W. Gerald Holmes, who later wrote a McGraw-Hill text book on Plant Location, made a detailed explanation of cost factors for a cement mill, breaking these factors into unit cost figures.

Two persons from the Finance Department of the U. S. Chamber dealt with taxation as a location factor.

On the morning of the second day "Industrial Financing" was again the topic for discussion. Mr. Ayres of Louisville, Kentucky gave a detailed statement of the Louisville Foundation, supplemented by brief references to the Easton and Baltimore plans.

The financing of patents was also considered. Also reviewed was the Joliet, Illinois, Development Foundation.

Mr. Stewart and Mr. Gosnell of the Bureau of the Census addressed the group on the 1927 Census of Manufactures; the new Census of Distribution tested in eleven cities; and the new decennial census law which may include a full scale distribution census.

Mr. Rogers, of the Civic Development Department of the National Chamber, discussed the mapping of metropolitan areas.

Mr. Girder, of the Domestic Distribution Department of the U. S. Chamber, summarized the findings of the distribution census to date.

At this point the chairman was authorized to appoint two committees as follows:

- (1) Establishment of an advisory service on problems of financing industry
- (2) Cooperation with the National Chamber in the field of state and local taxes.

The Committee on Inter-community Competition (Bonuses) made its report on the first day. Dr. W. S. Rosenheim was chairman. The report listed 102 cities throughout the United States, most of which gave one kind of bonus or another in order to induce industries to locate. Seven different kinds of bonuses were listed by the committee and a definition worked out.

The afternoon session dealt with the characteristics of communities which permit of sound industrial development, such as natural gateways, and with the industrialization of agricultural districts.

For the first time, the subject of regional cooperation for industrial promotion was brought before the conference. The Illinois Chamber and the New England Council actively participated. For the most part the public service companies and railroads felt that they were doing regional development work, rather than localizing it.

At the close of the meeting Mr. Dodge and Mr. French entered into a lively discussion of Mr. Holmes' thesis that approximately eighty percent of American manufacturers could relocate their plants to a greater advantage than present locations. The argument was inconclusive.

Fourth Conference - 1929

The fourth conference of industrial bureau managers was held in Washington, D. C. at the headquarters of the National Chamber of Commerce on April 15 and 16, 1929. The attendance list contained 150 names.

Mr. William Butterworth, President of the Chamber of Commerce of the United States, delivered a welcome address.

Mr. George C. Smith was again elected chairman, Mr. Findlay French was elected vice chairman, and Mr. E. W. McCullough, secretary.

On behalf of the National Chamber, brief remarks were made by the following staff members: Mr. J. J. O'Connor, Department of Finance; Mr. F. Stuart Fitzpatrick, Civic Development; Mr. E. W. McCullough, Department of Manufactures; and Mr. Ralph Bradford, Assistant Manager, Commercial Organization Department.

The particular emphasis this year was laid on industrial surveys, including market data analysis. But a new feature was added. For the first time each delegate was asked to bring with him a brief statement of his last year's experiences in industrial development. A questionnaire received with his invitation was to be used as a guide in the preparation of his review. For several years this feature of the program remained prominent. At least it gave each delegate a chance to be heard and, perhaps, to lie a little if he so chose.

With so many delegates present the reviews occupied the entire morning, after the formal speeches were made.

The afternoon session was devoted to industrial surveys, the information which they should contain, and how much information should be gathered from established industries. Market surveys were also included. Of primary importance was the matter of putting the survey to work - to get prospects and to educate local people.

On the second day, consideration was given to the topic, "Obsolescence," as applied to product, to buildings, to equipment and to management.

Second topic for consideration was "Mergers and Branch Plants." Discussion dealt particularly with what types of industry lend themselves to branch plant operation and what locational factors are involved.

In the afternoon proposals for moving industries were discussed. Also discussed for the first time was the question of forming some kind or type of permanent organization of industrial development representatives.

#### Fifth Conference - 1930

The fifth annual meeting of the industrial bureau managers was held in Washington, D. C., April 14 and 15, 1930.

The morning meeting was addressed by President Butterworth, Mr. Colvin Brown, Mr. J. J. O'Connor, Mr. F. S. Fitzpatrick, and Mr. E. W. McCullough, after which the delegates reviewed their previous year's work.

Mr. George C. Smith was elected chairman for the fifth time, and Mr. E. W. McCullough was elected secretary.

The afternoon session was devoted to two topics:

- (1) Providing new plants on the partial payment plan
- (2) Industrial development in Soviet Russia

The first topic was handled by Mr. Wilbur Austin, President of the Austin Company, from the builder's point of view; by Mr. H. N. Porter of Granite City from the industry's point of view; and by Mr. G. Harvey Porter of Baltimore from the community's point of view.

Mr. C. P. Wood, Lockwood-Greene and Company of New York, who had recently returned from Russia, spoke on the second subject.

The morning session of the second day was devoted to the following addresses:

- (1) The responsibility of industrial bureau managers to know and present economic facts, by Mr. Harold V. Coes, of Ford, Bacon and Davis, Inc.
- (2) The Pittsburgh program of regional industrial research, by Dr. Louis K. Manley, Dean, School of Business Administration, University of Pittsburgh.
- (3) The migration of the chemical industry, by Dr. C. W. Cuno, Industrial Club of St. Louis
- (4) Industrial migration, by Mr. Gerald W. Holmes, New England Public Service Co., Augusta, Maine
- (5) Industrial Migration, by Mr. George C. Smith, chairman of the conference.

The afternoon session of the second day was a business meeting. At this session, the American Industrial Development Council was formed, setting up seven general classes of membership. The Board of Directors, composed of eleven members, was chosen as follows:

Six industrial bureau managers, and  
One representative each from:

Chamber of Commerce of the United States  
Railroads  
Public Utilities  
Engineering firms or Civic Finance companies  
Chamber of Commerce executives.

The roster of those in attendance at the 1929 conference, together with the names of those invited to attend the 1930 conference were put on the membership rolls.

Dues were fixed at \$10.00.

The 1930 roster contained 104 names in addition to those attending from the Chamber of Commerce of the United States.

Sixth Conference - 1931

The sixth annual conference, and the first under the new title of the American Industrial Development Council, was held in Washington, D. C. on March 2 and 3, 1931.

Officers had been elected at the close of business the previous year when the new constitution was adopted. Mr. George C. Smith of St. Louis was elected Chairman and Mr. Glen B. Eastburn, Omaha, Secretary and Treasurer.

There were 80 delegates in attendance. After brief remarks on departmental services by four members of the staff of the U. S. Chamber, reports from each delegate were heard.

The afternoon session was given over to an explanation of the 1930 census by Mr. W. M. Stewart, Chief of the Bureau, and by his staff, and to a statement made by Mr. Edward F. Garrish, Chief of the Domestic Regional Division, Bureau of Foreign and Domestic Commerce, relating to the development of trade areas.

On the second day, Mr. John A. Toomey of Worcester, Massachusetts, presented a paper on "Chamber of Commerce Service to Local Manufacturers." Mr. J. J. Babb, Secretary of the Committee on Community Development, New England Council, gave a paper on "Service to Manufacturers of a Sectional Group." This was followed by Mr. Don G. Mitchell, Development Manager for F. L. Carlisle Company who spoke on "The Relation of Power Companies to Industrial Development."

Following the election of directors there was an informal discussion on the role of advertising in industrial promotion work.

At this meeting the chairman delivered an eight-page single-spaced paper dealing with the depression and the new Census of Business.

Directors for the ensuing year were elected as follows:

Chamber of Commerce of the  
United States  
Industrial bureau managers:

E. W. McCullough  
H. Findlay French  
Chester Roberts  
W. S. Rosenheim  
John A. Toomey  
George C. Smith  
J. B. Wiles

Directors (cont'd)

Railroads	Arthur E. Gilman
Public Utilities	W. Gerald Holmes
Engineers and Civic Finance Companies	C. P. Wood
Chamber of Commerce Executives	Glen B. Eastburn

Seventh Conference - 1932

(No meeting was held in 1932 but, for purposes of continuity, this was designated as the seventh conference in 1935.)

Eighth Conference - 1933

The annual conference of the American Industrial Development Council was held in Chicago, Illinois, July 31 and August 1, 1933. Omission of the 1932 meeting was covered in a letter from Secretary Eastburn under date of February 8, 1932.

The Chicago meeting was attended by only 44 registrants. However, the conference was quite worth while because of the discussion of the National Recovery Administration, the principal theme of the meeting.

Mr. John Van der Vries, District Manager of the National Chamber outlined in detail the "Genesis of Recent Legislation," and Mr. North Storms, Secretary of the National Glass Distributors Association, spoke on "The Trade Association's Part in Industrial Control."

A scheduled speech on "Planned Industrial Development" was cancelled when the speaker failed to show, being perhaps the first to miss his place on an A. I. D. C. program.

The Board of Directors for 1933 consisted of: George C. Smith, Chairman, St. Louis; H. Findlay French, Baltimore; Glen B. Eastburn, Omaha; A. E. Gilman, St. Louis; W. Gerald Holmes, Augusta, Maine; E. W. McCullough, Washington, D. C., Chester Roberts, Milwaukee; W. S. Rosenheim, Huntington; John A. Toomey, Worcester; and C. P. Wood, New York City.

Ninth Conference - 1934

The annual conference was held in Washington, D. C. March 5 and 6, 1934.

Chairman H. Findlay French opened the conference with a paper discussing "Today's Needs for Industrial Development."

Mr. Harry I. Harriman, President of the Chamber of Commerce of the United States, spoke on the "Necessity of Planning," and Mr. Malcolm Muir, President of the McGraw-Hill Publishing Company, spoke on the "Purpose and Extent of Control over Manufacturing Industries."

Mr. John Guernsey, Bureau of the Census, talked on the 1933 Census of Manufactures, and Mr. C. P. Wood, Lockwood-Greene Engineers, spoke on the "Relationship of N. R. A. to Present and Future Plant Location Programs."

At this meeting, Mr. H. Findlay French of Baltimore was re-elected Chairman for 1934-35. Mr. Louis A. Dumond, Chicago, and Mr. A. S. Lincoln, Minneapolis, were elected Vice Chairmen. Mr. Glen B. Eastburn was again elected Secretary-Treasurer.

Other Directors included: John D. Adams, Des Moines; A. B. Gunnerson, Washington, D. C.; George C. Heisterman, Chicago; Frank K. Shaw, Atlanta; Seth W. Shoemaker, Scranton; George C. Smith, St. Louis; and C. P. Wood, New York City.



## CHAPTER II

### The Organization of A. I. D. C.

The first conferences of the Council were entirely informal and attendance was limited to industrial development managers of chambers of commerce. The meetings were held at the headquarters of the Chamber of Commerce of the United States and the dates of the two-day conferences were set by the National Chamber. Reports of the conferences were made by a staff member of the Chamber.

On the morning of the first day of the conferences the delegates elected a chairman, mainly to preserve order and to keep the discussions within due metes and bounds. Also, on the first day they decided whether or not to have a dinner meeting, with reservations made by a showing of hands.

By 1930, interest in the subject of industrial development and in the conferences of the industrial development workers had developed to a point where it was evident a more formal organization was desirable. Consequently, the American Industrial Development Council was organized during the 1930 conference through the adoption of by-laws, selection of a Board of Directors, and election of officers consisting of a chairman, a vice chairman, and a secretary-treasurer.

It is probable that a maximum membership of 125 Council members was established informally at the time the Council was organized. No record of such action appears in any of the reports of the conferences, nor in the by-laws, but the limitation on number of members was accepted for a period of years.

Board of Directors. In providing for an eleven-member Board of Directors, care was exercised that industrial bureau managers would retain control inasmuch as the by-laws stipulated that the Board would be comprised of six persons selected from that classification, with the other five members to be chosen as follows: one each from the Chamber of Commerce of the United States, the railroads, the public utilities, engineering firms or civic finance companies, and chamber of commerce executives.

The number of Directors remained constant at eleven until 1953 when a permanent assistant secretary was established for the

Council within the Chamber of Commerce of the United States, and he also became a member of the Board, making a total of twelve members.

With the growth in membership and the widespread interest in the Council, and to obtain better geographical and membership-population representation on the Board, the number of Directors was increased to eighteen in 1957. To accomplish this, the United States and Canada were divided into ten districts. The regional plan of the United States Bureau of the Census was followed, with one Director elected from each of the nine Census districts, and one from Canada. The other eight Directors were elected "at-large," with their allocation to be based on the membership-population of the various districts. A formula (based on the percentages of membership in each of the districts) was adopted to aid in the allocation of the eight directorships to the ten districts, the purpose being to assure the more populous districts of having the most Directors.

Until 1961, all Directors were elected for a one-year term, but in 1960 the by-laws were again amended to set up two-year terms for the Board of Directors. The district Directors elected in 1960 were to serve for two years and the "at-large" Directors for one year. (As a consequence, the election of 1961 provided for filling the vacancies of eight two-year directorships.)

Officers. In 1954, the membership adopted a major revision in the by-laws of the Council. Included among the revisions was changing the office of chairman to that of president, and establishing the offices of two vice presidents, a secretary, and a treasurer.

Secretariat. In 1953 a member of the staff of the National Chamber was named permanent secretary of the Council. This close affiliation with the Chamber was further strengthened in 1955 when the office of administrative secretary was created, the position being filled by a member of the Chamber's staff, with the Council defraying her salary and all other expenses connected with the office.

Because of limitations on space and personnel, the National Chamber adopted the policy of not servicing trade and professional organizations, and in 1957, the Council stood on its own feet and established a separate secretariat and office located in Newark, Delaware.

Committee organization. Also in 1957, an organization chart was adopted, the principal portions of which gave the two vice presidents responsibilities for the functioning of the various standing committees of the Council. In general, the first vice president has jurisdiction over the committees involved in the annual conferences, such as program, arrangements, literature awards, nominating, constitution and by-laws, and honorary life membership. The second vice president has the following committees reporting to him: membership and admissions, planning (or special projects), zoning, publicity and public relations, and historical.

Advisory Board. An Advisory Board comprised of the past chairmen of the Council was created in a revision of the by-laws in 1937. As time went on the Advisory Board exceeded in number the active Board members; therefore, in the revision of the by-laws in 1954, the Advisory Board membership was reduced to five, comprised of the five immediate past chairmen or presidents. This action made former chairmen or presidents again eligible for a directorship upon completion of the service on the Advisory Board.

Incorporation. In 1957 the Council was incorporated as a non-profit organization under the laws of the State of Maryland as the American Industrial Development Council, Incorporated.

Officers and Directors, listed by years. While the fiscal affairs of the Council are on a calendar-year basis, officers and Directors are elected to serve from one annual conference to the next. Following is a listing of officials from 1935-36 through 1960-61. (See Chapter I for the names of officers who served from the inception of the Council in 1926 through 1934-35.)

1935-36

Chairman	C. P. Wood, Lockwood-Greene Engineers, Inc., New York, New York
First Vice Chairman	L. A. Dumond, Manager, Industrial Dept. Chicago Assn. of Commerce, Chicago
Second Vice Chairman	Seth W. Shoemaker, Industrial Commissioner, Chamber of Commerce, Scranton, Pa.
Secretary-Treasurer	Frank K. Shaw, Secretary, Industrial Bureau, Chamber of Commerce, Atlanta, Ga.

1935-36 (cont'd)

Other Directors:

- H. Findlay French, Director, Industrial Bureau, Baltimore Assn. of Commerce, Baltimore, Maryland
- A. B. Gunnarson, Dept. of Manufacture, Chamber of Commerce of the United States, Washington, D. C.
- J. Kennard Johnson, Manager, Chamber of Commerce, Binghamton, New York
- H. B. Keenleyside, General Manager, Toronto Industrial Commission, Toronto, Ontario, Canada
- George C. Smith, Asst. to President, Missouri-Kansas-Texas Lines, St. Louis, Missouri
- D. K. Wright, Industrial Representative, Public Service Electric and Gas Co., Newark, New Jersey
- James U. Nichols, Secretary, Chamber of Commerce, Wilkes-Barre, Pa.

1936-37

- Chairman C. P. Wood, Lockwood-Greene Engineers, Inc., New York, New York
- First Vice Chairman Louis A. Dumond, Manager, Industrial Dept. Chicago Assn. of Commerce, Chicago
- Second Vice Chairman H. B. Keenleyside, General Manager, Toronto Industrial Commission, Toronto
- Sec'y-Treasurer Frank K. Shaw, Secretary, Industrial Bureau, Chamber of Commerce, Atlanta, Ga.

Other Directors:

- A. P. Fant, Industrial Director, Chamber of Commerce, Memphis, Tennessee
- H. Findlay French, Director, Industrial Bureau, Baltimore Assn. of Commerce, Baltimore, Maryland
- J. Kennard Johnson, Manager, Chamber of Commerce, Binghamton, New York
- Frank J. Kessel, Industrial Commissioner, Cleveland Chamber of Commerce, Cleveland, Ohio
- Arthur D. Smith, Dept. of Manufacture, Chamber of Commerce of the United States, Washington, D. C.
- George C. Smith, Asst. to President, Missouri-Kansas-Texas Lines, St. Louis, Missouri
- Donald K. Wright, Industrial Representative, Public Service Electric and Gas Co., Newark, New Jersey

1937-38

Chairman Frank J. Kessel, Industrial Commissioner,  
Chamber of Commerce, Cleveland, Ohio  
First Vice Chairman Donald K. Wright, Industrial Representative  
Public Service Electric & Gas Co., Newark  
Second Vice Chairman F. B. Ayres, Secretary-Manager, Louisville  
Industrial Foundation, Louisville, Ky.  
Secretary-Treasurer Frank K. Shaw, Secretary, Industrial Bureau,  
Chamber of Commerce, Atlanta, Ga.

Other Directors:

George E. Bates, Asst. to Vice Pres., Delaware & Hudson Railroad,  
Albany, New York  
Louis A. Dumond, Manager, Industrial Dept., Assn. of Commerce,  
Chicago, Illinois  
A. P. Fant, Association of Commerce, New Orleans, La.  
Henry P. Fowler, Dept. of Manufacture, Chamber of Commerce of  
the United States, Washington, D. C.  
J. Kennard Johnson, Manager, Chamber of Commerce, Binghamton, N. Y.  
Rufus C. Maddux, Industrial Division Executive, New England  
Council, Boston, Mass.  
Wm. E. Yeomans, Manager, Industrial Bureau, Merchants Assn.  
of New York, New York City

1938-39

Chairman Donald K. Wright, Market Research Dept.  
U. S. Steel Corp., Pittsburgh, Pa.  
First Vice Chairman F. B. Ayres, Secretary-Manager, Louis-  
ville Industrial Foundation, Louisville, Ky.  
Second Vice Chairman Louis A. Dumond, Manager, Industrial Dept.  
Assn. of Commerce, Chicago, Ill.  
Secretary-Treasurer Frank K. Shaw, Secretary, Industrial Bureau,  
Atlanta, Ga.

Other Directors:

George E. Bates, Asst. to Vice Pres., Delaware & Hudson Railroad,  
Albany, New York  
A. P. Fant, Industrial Secretary, Assn. of Commerce, New Orleans  
H. D. Fearman, Commissioner of Industries, City of Hamilton,  
Hamilton, Ontario, Canada  
Henry P. Fowler, Dept. of Manufacture, Chamber of Commerce of  
the United States, Washington, D. C.  
C. L. Hardin, Industrial Commissioner, Chamber of Commerce,  
Toledo, Ohio  
J. Kennard Johnson, Manager, Chamber of Commerce, Binghamton, N. Y.  
Rufus C. Maddux, Mgn. Director, N. J. Council, Trenton, N. J.

1939-40

Chairman Frank K. Shaw, Secretary, Industrial Commission, Chamber of Commerce, Atlanta  
First Vice Chairman Louis A. Dumond, Manager, Industrial Dept. Assn. of Commerce, Chicago, Ill.  
Second Vice Chairman C. L. Hardin, Industrial Commissioner, Chamber of Commerce, Toledo, Ohio  
Secretary-Treasurer Rufus C. Maddux, Mgn. Director, N. J. Council, Trenton, N. J.

Other Directors:

F. B. Ayres, Secretary-Manager, Louisville Industrial Foundation, Louisville, Ky.  
Henry P. Fowler, Dept. of Manufactures, Chamber of Commerce of the United States, Washington, D. C.  
John E. France, Industrial Director, Assn. of Commerce, Saint Paul, Minn.  
Clifford Gildersleeve, Industrial Commissioner, Chamber of Commerce, Cleveland, Ohio  
A. L. Kennedy, Manager, Industrial Department, Chamber of Commerce, Oakland, Calif.  
George R. Mitten, Manager, Industrial Development, Public Service Co. of No. Illinois, Chicago, Ill.  
F. M. Palmer, Industrial Agent, Nickel Plate Railroad, Cleveland

1940-41

Chairman Frank K. Shaw, Secretary, Industrial Commission, Chamber of Commerce, Atlanta  
First Vice Chairman Louis A. Dumond, Manager, Industrial Dept. Assn. of Commerce, Chicago, Ill.  
Second Vice President Clifford Gildersleeve, Industrial Commissioner, Cleveland, Ohio, Chamber of Com.  
Secretary-Treasurer Rufus C. Maddux, Mgn. Director, N. J. Council, Trenton, N. J.

Other Directors:

F. B. Ayres, Secretary-Manager, Louisville Industrial Foundation Louisville, Ky.  
H. D. Fearman, Commissioner of Industries, City of Hamilton, Hamilton, Ontario, Canada  
Henry P. Fowler, Dept. of Manufactures, Chamber of Commerce of the United States, Washington, D. C.  
John E. France, Industrial Director, Assn. of Commerce, Saint Paul, Minnesota  
A. L. Kennedy, Manager, Industrial Department, Chamber of Commerce, Oakland, Calif.  
F. M. Palmer, Ind. Agent, Nickel Plate RR, Cleveland, Ohio  
George R. Mitten, Manager, Industrial Development, Public Service Co. of No. Illinois, Chicago, Ill.

1941-42

Chairman Henry H. Bolz, Secretary, Assn. of  
Commerce, Decatur, Illinois  
First Vice Chairman John B. France, Ind. Director, Assn.  
of Commerce, Saint Paul, Minn.  
Second Vice Chairman Clifford Gildersleeve, Indus. Commissioner,  
Cleveland Chamber of Commerce  
Secretary-Treasurer Arthur M. Field, Industrial Engineer,  
Memphis Chamber of Commerce

Other Directors:

F. B. Ayres, Secretary-Manager, Louisville Industrial Founda-  
tion, Louisville, Ky.  
Henry P. Fowler, Dept. of Manufactures, Chamber of Commerce  
of the United States, Washington, D. C.  
A. L. Kennedy, Manager, Industrial Dept., Chamber of Com-  
merce, Oakland, Calif.  
George E. Bates, Asst. to Vice President, Delaware and  
Hudson Railroad, Albany, New York  
Ray M. Hudson, Industrial Development Executive, The New  
England Council, Boston, Mass.  
George R. Mitten, Manager, Industrial Development, Public  
Service Co. of No. Illinois, Chicago, Ill.  
E. P. Querl, Manager, Industrial Department, Chicago Associa-  
tion of Commerce, Chicago, Ill.

1942-43

Chairman Henry H. Bolz, Secretary, Assn. of  
Commerce, Decatur, Illinois  
First Vice Chairman Clifford Gildersleeve, Indus. Commis-  
sioner, Cleveland Chamber of Commerce  
Second Vice Chairman Willis H. Hall, Manager, Industrial Dept.  
Board of Commerce, Detroit, Mich.  
Secretary -Treasurer Arthur M. Field, Industrial Engineer,  
Chamber of Commerce, Memphis

Other Directors:

Gayle M. Arnold, Manager, Commercial Development, B & C  
Railroad, Baltimore, Md.  
F. B. Ayres, Secretary-Treasurer, Louisville Industrial  
Foundation, Louisville, Ky.  
A. P. Fant, Industrial Sec'y., Assn. of Commerce, New Orleans  
Henry P. Fowler, Trade Association Dept., Chamber of Commerce  
of the United States, Washington, D. C.  
Ray M. Hudson, Industrial Development Executive, New England  
Council, Boston, Mass.  
J. S. Lincoln, Secretary, Industrial Dept., Civic & Commerce  
Association, Minneapolis, Minn.  
George R. Mitten, Manager, Industrial Development, Public  
Service Co. of No. Illinois, Chicago, Ill.  
E. P. Querl, Mgr. Indus. Dept., Assn. of Commerce, Chicago, Ill.

1943-44

Chairman Clifford Gildersleeve, Industrial Commissioner, Chamber of Commerce, Cleveland

First Vice Chairman J. S. Lincoln, Secretary, Industrial Dept. Civic & Commerce Assn., Minneapolis, Minn.

Second Vice Chairman Wm. A. Burdick, Industrial Director, Chamber of Commerce, Rochester, N. Y.

Secretary-Treasurer Arthur M. Field, Industrial Engineer, Chamber of Commerce, Memphis, Tenn.

Other Directors:

Gayle W. Arnold, Manager, Commercial Department, B&C Railroad, Baltimore, Maryland

F. B. Ayres, Sec'y-Treas., Louisville Industrial Foundation, Louisville, Ky.

H. D. Fearman, Commissioner of Industries, City of Hamilton, Hamilton, Ontario, Canada

Henry P. Fowler, Trade Association Dept., Chamber of Commerce of the United States, Washington, D. C.

Willis H. Hall, Manager, Industrial Dept., Board of Commerce, Detroit

George R. Mitten, Manager, Industrial Development, Public Service Co. of No. Illinois, Chicago, Ill.

E. P. Querl, Manager of Industrial Department, Chicago Assn. of Commerce, Chicago, Ill.

1944-45

Chairman Clifford Gildersleeve, Industrial Commissioner, Chamber of Commerce, Cleveland

First Vice Chairman E. P. Querl, Manager, Industrial Dept., Chicago Assn. of Commerce, Chicago

Second Vice Chairman Wm. A. Burdick, Industrial Director, Chamber of Commerce, Rochester, N. Y.

Secretary-Treasurer Arthur M. Field, Chief Engineer, Charleston Development Board, Charleston, S. C.

Other Directors:

Gayle W. Arnold, Manager, Commercial Department, B&O Railroad, Baltimore, Maryland

F. B. Ayres, Sec'y-Treas., Louisville Ind. Foundation, Louisville

Edward Ellingwood, Industrial Director, N. H. State Planning & Development Commission, Concord, N. H.

H. D. Fearman, Commissioner of Industries, City of Hamilton, Hamilton, Ontario, Canada

Henry P. Fowler, Trade Association Dept., Chamber of Commerce of the United States, Washington, D. C.

J. Kennard Johnson, Manager, Chamber of Commerce, Miami, Fla.

George R. Mitten, Manager, Industrial Development, Public Service Co. of No. Illinois, Chicago, Ill.



1945-46

Chairman Arthur M. Field, Chief Engineer, Charleston Development Board, Charleston

First Vice Chairman E. P. Querl, Manager, Industrial Dept. Chicago Assn. of Commerce, Chicago

Second Vice Chairman Wm. A. Burdick, Industrial Director, Chamber of Commerce, Rochester, N. Y.

Secretary-Treasurer Edward Ellingwood, Industrial Director, N. H. State Planning & Dev. Comn., Concord, N. H.

Other Directors:

Gayle W. Arnold, Manager, Commercial Development, B&O Railroad, Baltimore, Maryland

F. B. Ayres, Sec'y-Treas., Louisville Ind. Foundation, Louisville, Ky.

H. D. Fearman, Commissioner of Industries, City of Hamilton, Hamilton, Ontario, Canada

Henry P. Fowler, Trade Association Dept., Chamber of Commerce of the United States, Washington, D. C.

J. Kennard Johnson, Manager, Chamber of Commerce, Miami, Fla.

Clifton Lovenberg, Executive Secretary, R. I. Industrial Commission, Providence, R. I.

George R. Mitten, Manager, Industrial Development, Public Service Co. of No. Illinois, Chicago, Ill.

1946-47

Chairman E. P. Querl, Manager, Industrial Dept. Chicago Assn. of Commerce, Chicago

First Vice Chairman F. B. Ayres, Secretary-Treasurer, Louisville Ind. Foundation, Louisville, Ky.

Second Vice Chairman H. D. Fearman, Commissioner of Industries, City of Hamilton, Ontario

Secretary-Treasurer Edward Ellingwood, Industrial Director, N. H. State Planning & Dev. Comn., Concord

Other Directors:

Gayle W. Arnold, Manager, Commercial Development, B&O Railroad, Baltimore, Maryland

James F. Bone, Manager, Industrial Department, Chamber of Commerce, Los Angeles, Calif.

Wm. A. Burdick, Industrial Director, Chamber of Commerce, Rochester, N. Y.

Henry P. Fowler, Manager, Trade Association Dept., Chamber of Commerce of the United States, Washington, D. C.

J. Kennard Johnson, Gen. Manager, Chamber of Commerce, Miami

George R. Mitten, Manager, Industrial Development, Public Service Co. of No. Illinois, Chicago, Ill.

Oscar Monrad, Manager, Industrial Division, Chamber of Commerce, Oklahoma City, Okla.

1947-48

Chairman E. P. Querl, Industrial Manager, Assn. of Commerce, Chicago, Ill.  
First Vice Chairman F. B. Ayres, Secretary-Treasurer, Louisville Ind. Foundation, Louisville, Ky.  
Second Vice Chairman Col. H. D. Fearman, Commissioner of Industries, City of Hamilton, Ontario  
Secretary-Treasurer Edward Ellingwood, Executive Director, N. H. St. Planning & Dev. Com., Concord

Other Directors:

Gayle W. Arnold, Manager, Commercial Development, B&O Railroad, Baltimore, Maryland  
James F. Bone, Manager, Industrial Department, Chamber of Commerce, Los Angeles, Calif.  
Wm. A. Burdick, Manager, Business and Industry, Chamber of Commerce, Rochester, N. Y.  
Henry P. Fowler, Manager, Trade Association Dept, and General Counsel, Chamber of Commerce of the U. S., Wash., D. C.  
J. Kennard Johnson, General Manager, Chamber of Commerce, Miami  
George R. Mitten, Manager, Industrial Development, Public Service Co. of No. Illinois, Chicago, Ill.  
Carl E. Berg, Industrial Director, Chamber of Commerce, Denver

1948-49

Chairman James F. Bone, Manager, Industrial Dept. Chamber of Commerce, Los Angeles  
First Vice Chairman J. Kennard Johnson, General Manager, Chamber of Commerce, Miami  
Second Vice President Gayle W. Arnold, Manager, Industrial Development, B&O Railroad, Baltimore  
Secretary-Treasurer Edward Ellingwood, Exec. Director, N. H. St. Planning & Dev. Com., Concord

Other Directors:

Col. H. D. Fearman, Commissioner of Industries, City of Hamilton, Hamilton, Ontario, Canada  
Harold S. Foster, Manager, Industrial Department, Chamber of Commerce, Fort Worth, Texas  
Thomas W. Howard, Manager, Dept. of Manufacture, Chamber of Commerce of the United States, Washington, D. C.  
Ray M. Hudson, Secretary, Industrial Development Committee, New England Council, Boston, Mass.  
Clifton N. Lovenberg, Industrial Consultant, Providence, R. I.  
George R. Mitten, Manager, Industrial Development, Public Service Co. of No. Illinois, Chicago, Ill.  
William J. Russell, Director, New York Office, State Department of Commerce, New York, N. Y.

1949-50

Chairman Edward Ellingwood, Exec. Director, N. H. St. Planning & Dev. Com., Concord  
First Vice Chairman J. Kennard Johnson, Manager, Chamber of Commerce, Miami, Florida  
Second Vice Chairman Gayle W. Arnold, Manager, Industrial Dev., B&O Railroad, Baltimore, Md.  
Secretary-Treasurer Ray M. Hudson, Industrial Executive, New England Council, Boston, Mass.

Other Directors:

Harold S. Foster, Manager, Industrial Department, Chamber of Commerce, Fort Worth, Texas  
Willis H. Hall, Manager, Industrial Department, Board of Commerce, Detroit, Mich.  
L. J. Harnum, Secretary-Treasurer, Newfoundland Industrial Development Board, St. John's, Newfoundland, Canada  
Henry P. Fowler, Manager, Trade Association Department, Chamber of Commerce of the United States, Washington, D. C.  
Clifton N. Lovenberg, Industrial Consultant, Providence, R. I.  
George R. Mitten, Manager, Industrial Development, Public Service Co. of No. Illinois, Chicago, Ill.  
William J. Russell, Director, New York Office, State Department of Commerce, New York, N. Y.

1950-51

Chairman Gayle W. Arnold, Manager, Industrial Dev., B&O Railroad, Baltimore, Md.  
First Vice Chairman J. Kennard Johnson, Manager, Chamber of Commerce, Miami, Florida  
Second Vice Chairman William J. Russell, Director, New York Office Dept. of Commerce, New York, N. Y.  
Secretary-Treasurer Ray M. Hudson, Industrial Executive, New England Council, Boston, Mass.

Other Directors:

L. S. Baldin, Senior Engineer, Ford, Bacon & Davis, Inc., New York, N. Y.  
Carl E. Berg, Industrial Director, Chamber of Commerce, Denver  
J. Huber Denn, Industrial Commissioner, Delaware State Chamber of Commerce, Wilmington, Del.  
Henry P. Fowler, Manager, Trade Association Department, Chamber of Commerce of the United States, Washington, D. C.  
L. J. Harnum, Secretary-Treasurer, Newfoundland Industrial Development Board, St. John's, Newfoundland, Canada  
George R. Mitten, Manager, Industrial Development, Public Service Co. of No. Illinois, Chicago, Ill.  
Albert E. Redman, Director, Industrial Development Department, Ohio Chamber of Commerce, Columbus, Ohio

1951-52

Chairman J. Kennard Johnson, Manager, Chamber  
of Commerce, Miami, Florida  
First Vice Chairman William J. Russell, Director, N. Y. Office,  
Dept. of Commerce, New York, N. Y.  
Second Vice Chairman George R. Mitten, Manager, Indus. Dev.,  
Public Service Co. of No. Ill., Chicago  
Secretary-Treasurer Ray M. Hudson, Industrial Executive, New  
England Council, Boston, Mass.

Other Directors:

L. S. Baldin, Senior Engineer, Ford, Bacon & Davis, Inc. New York  
Frank E. Clawson, Director, Dept. of Industries and Mfg., Chamber  
of Commerce, Minneapolis, Minn.  
J. Huber Denn, Industrial Commissioner, Delaware State Chamber  
of Commerce, Wilmington, Del.  
Henry P. Fowler, Manager, Dept. of Manufactures, Chamber of  
Commerce of the United States, Washington, D. C.  
Albert E. Redman, Director, Industrial Development, Ohio Chamber  
of Commerce, Columbus, Ohio  
C. H. Slayman, Industrial Commissioner, Chesapeake & Ohio  
Railway Co., Cleveland, Ohio  
Chester K. Sterrett, Manager, Industrial Dept., Chamber of Com-  
merce, Portland, Oregon

1952-53

Chairman William J. Russell, Director, N. Y. Office,  
Dept. of Commerce, New York, N. Y.  
First Vice Chairman J. Huber Denn, Industrial Commissioner,  
Del. State Chamber of Com., Wilmington  
Second Vice Chairman Albert E. Redman, Director, Industrial Dev.,  
Ohio Chamber of Commerce, Columbus  
Secretary-Treasurer Frank E. Clawson, Director, Dept. of Indus-  
tries & Mfg. Chamber of Com., Mpls.  
Asst. Sec'y-Treas. E. H. Robertson, Chamber of Commerce of  
the U. S., Washington, D. C.

Other Directors:

John C. Beukema, Secretary-Manager, Greater Muskegon Chamber  
of Commerce, Muskegon, Mich.  
Charles G. Crabb, Manager, Industries Division, Association of  
Commerce, Milwaukee, Wis.  
Ray M. Hudson, Secretary, Industrial Development Committee, New  
England Council, Boston, Mass.  
George R. Mitten, Manager, Industrial Development, Public Service  
Co. of No. Illinois, Chicago, Ill.  
Oscar Monrad, Vice President, First National Bank & Trust Co.,  
Oklahoma City, Okla.  
H. Gifford Till, Director, Industrial Research & Development,  
Missouri-Kansas-Texas Lines, Dallas, Texas

1953-54

Chairman	J. Huber Denn, Indus. Commissioner, Del. St. Chamber of Com., Wilmington
First Vice Chairman	Albert E. Redman, Director, Indus. Development, Ohio Chamber of Com., Columbus
Second Vice Chairman	Charles G. Crabb, Manager, Industries Div., Assn. of Commerce, Milwaukee, Wis.
Treasurer	Frank E. Clawson, Industrial Director, Chamber of Commerce, Minneapolis
Secretary	E. H. Robertson, Asst. Manager, Dept. of Manufacture, Chamber of Commerce of the United States, Washington, D. C.

Other Directors:

John C. Buekema, Secretary-Manager, Greater Muskegon Chamber of Commerce, Muskegon, Mich.

Thomas W. Finney, Manager, Industrial Department, Chamber of Commerce, Dallas, Texas

Stephen P. Hackley, Director, Industrial Division, Connecticut Development Commission, Hartford, Conn.

Dwight Havens, Manager, Service Department, Chamber of Commerce of the United States, Washington, D. C.

George R. Mitten, Manager, Territorial Information Division, Commonwealth Edison Co., Chicago, Ill.

Oscar Monrad, Vice President, First National Bank & Trust Co., Oklahoma City, Okla.

H. Gifford Till, Director, Industrial Research and Development, Missouri-Kansas-Texas Lines, Dallas, Texas

1954-55

President	Albert E. Redman, Director, Industrial Development, Ohio Chamber of Commerce, Columbus, Ohio
First Vice President	Charles G. Crabb, Manager, Industries Division, Assn. of Commerce, Milwaukee, Wis.
Second Vice President	Stephen P. Hackley, Industrial Agent, Connecticut Development Commission, Hartford, Conn.
Treasurer	Frank E. Clawson, Industrial Director, Chamber of Commerce, Minneapolis, Minn.
Secretary	E. H. Robertson, Asst. Manager, Dept. of Manufacture, Chamber of Commerce of the U. S., Washington, D. C.

Other Directors:

John D. Adams, General Secretary, Greater Des Moines Chamber of Commerce, Des Moines, Iowa

Thomas W. Finney, Manager, Industrial Department, Chamber of Commerce, Dallas, Texas  
Dwight Havens, Manager, Service Department, Chamber of Commerce of the United States, Washington, D. C.  
Frank E. Marsh, Executive Vice President and General Manager, San Francisco Bay Area Council, San Francisco, Calif.  
George R. Mitten, Manager, Territorial Information Department, Commonwealth Edison Co., Chicago, Ill.  
Oscar Monrad, Vice President, First National Bank & Trust Co., Oklahoma City, Okla.  
H. Gifford Till, Director, Industrial Research and Development, Missouri-Kansas-Texas Lines, Dallas, Texas

1955-56

President Charles G. Crabb, Mgr., Industries Div. Assn. of Commerce, Milwaukee, Wis.  
First Vice President Frank E. Clawson, Director, Ind. Dev., Mps. & St. Louis Railway, Minneapolis  
Second Vice President Frank E. Marsh, Exec. Vice Pres. and Gen. Manager, San Francisco Bay Area Council, San Francisco, Calif.  
Treasurer John D. Adams, Gen. Secretary, Gr. Des Moines Chamber of Com., Des Moines  
Secretary Reuben D. Siverson, Mgr., Dept. of Manufactures, Chamber of Commerce of the United States, Washington, D. C.

Other Directors:

Harry W. Clark, Executive Director, North Mississippi Industrial Development Association, West Point, Mississippi  
Thomas W. Finney, Manager, Industrial Department, Chamber of Commerce, Dallas, Texas  
E. E. Fournace, Industrial Development Consultant, The Ohio Power Co., Canton, Ohio  
Stephen P. Hackley, Director, Industrial Development Dept., Chamber of Commerce, Bridgeport, Conn.  
Dwight Havens, Manager, Service Department, Chamber of Commerce of the United States, Washington, D. C.  
George R. Mitten, Manager, Industrial Department, Association of Commerce and Industry, Chicago, Ill.  
Oscar Monrad, Vice President, First National Bank & Trust Co., Oklahoma City, Okla.

1956-57

President Frank E. Marsh, Exec. V. Pres. and Gen. Manager, San Francisco Bay Area Council, San Francisco, Calif.  
First Vice President Harry W. Clark, Exec. Director, No. Miss. Ind. Dev. Association, West Point

Second Vice President John D. Adams, Gen. Secretary, Gr. Des  
Moines Chamber of Com., Des Moines  
Treasurer DeWayne Nelson, Industrial Commissioner,  
Middlesex Cy., New Brunswick, N. J.  
Secretary Reuben D. Siverson, Manager, Department  
of Manufactures & Indus. Dev., Cham-  
ber of Com. of U. S., Washington, D. C.

Other Directors:

Frank E. Clawson, Director, Industrial Development, Minneapolis  
and St. Louis Railway Co., Minneapolis, Minn.  
John R. Fraker, Industrial Manager, Chamber of Commerce,  
Houston, Texas  
Valmore Gratton, Industrial Commissioner, City of Montreal,  
Montreal, Quebec, Canada  
Ray C. Hartman, Development Salesman, The Cleveland Electric  
Illuminating Co., Cleveland, Ohio  
Harry P. Richter, Manager, Real Estate Division, U. S. Steel  
Corporation, Pittsburgh, Pa.  
Chester K. Sterrett, Manager, Industries Department, Chamber  
of Commerce, Portland, Oregon  
Douglas P. Wells, Vice President and General Manager, Clearing  
Industrial District, Inc., Chicago, Ill.

1957-58

President Harry W. Clark, Exec. Director, Gr. Wil-  
mington Industrial Development  
Committee, Wilmington, N. C.  
First Vice President John D. Adams, Gen. Secretary, Gr. Des  
Moines Chamber of Com., Des Moines  
Second Vice President John R. Fraker, Industrial Manager,  
Chamber of Commerce, Houston, Tex.  
Treasurer DeWayne Nelson, Industrial Commissioner,  
Middlesex Cy., New Brunswick, N. J.  
Secretary (not a J. Huber Denn, Industrial Commissioner,  
Director) Del. St. Chamber of Com., Wilmington

Other Directors:

Frank E. Clawson, Director, Industrial Development, Minneapolis  
and St. Louis Railway Co., Minneapolis, Minn.  
Murray A. Elder, Industrial Commissioner, Windsor Chamber of  
Commerce, Windsor, Ontario, Canada  
Ray C. Hartman, Development Salesman, The Cleveland Electric  
Illuminating Co., Cleveland, Ohio  
Lewis M. Holland, Manager, Industrial Department, Chamber of  
Commerce, San Francisco, Calif.  
Harry P. Richter, Manager, Real Estate Division, U. S. Steel  
Corporation, Pittsburgh, Pa.  
Reuben D. Siverson, Manager, Department of Manufactures and  
Ind. Dev., Chamber of Commerce of the U. S., Washington

Chester K. Sterrett, Manager, Industries Department, Chamber  
of Commerce, Portland, Oregon  
Douglas P. Wells, Vice President and General Manager, Clearing  
Industrial District, Inc., Chicago, Ill.

1958-59

President	John D. Adams, Gen. Secretary, Gr. Des Moines Chamber of Com., Des Moines
First Vice President	John R. Fraker, Industrial Manager, Chamber of Commerce, Houston, Tex.
Second Vice President	Lewis M. Holland, Manager, Industrial Dept., Chamber of Com., San Francisco
Treasurer	Ray C. Hartman, Sr. Specialist, The Cleveland Electric Illuminating Co., Cleveland, Ohio
Secretary (not a Director)	J. Huber Denn, Industrial Commissioner, Del. St. Chamber of Com., Wilmington
Other Directors:	
J. A. Buchanan, Executive Director, Wyoming Natural Resource Board, Cheyenne, Wyo.	
Frank E. Clawson, Director, Industrial Development, Minneapolis and St. Louis Railway Co., Minneapolis, Minn.	
William R. Davlin, Secretary, Department of Commerce, Com- monwealth of Pennsylvania, Harrisburg, Pa.	
Murray A. Elder, Industrial Commissioner, Greater Windsor Industrial Commission, Windsor, Ontario, Canada	
W. Porter Grace, Vice President, Union Planters National Bank & Trust Co., Memphis, Tenn.	
DeWayne Nelson, Industrial Commissioner, Middlesex County, New Brunswick, N. J.	
Paul W. Miller, Manager, Industrial Bureau, Chamber of Commerce, Atlanta, Ga.	
Melvin D. Peach, Executive Assistant, The New England Council, Boston, Massachusetts	
Richard Preston, President, Economic Development Associates, Boston, Massachusetts	
Harry P. Richter, Manager, Real Estate Division, U. S. Steel Corporation, Pittsburg, Pa.	
Reuben D. Siverson, Manager, Dept. of Manufactures & Indus. Dev. Chamber of Com. of the U. S., Washington, D. C.	
Chester K. Sterrett, Manager, Industries Department, Chamber of Commerce, Portland, Ore. (Deceased July 1958)	
Everett Tucker, Jr., Manager, Industrial Division, Chamber of Commerce, Little Rock, Arkansas	
Douglas P. Wells, Vice President and General Manager, Clearing Industrial District, Inc., Chicago, Ill.	
Chester K. Dye, Industrial Engineer, Dept. of Water and Power, City of Los Angeles, Calif. (Appointed by Board of Directors to fill vacancy due to death of Chester K. Sterrett)	



1959-60

President	John R. Fraker, Industrial Manager Chamber of Commerce, Houston
First Vice President	William R. Davlin, Secretary, Department of Commerce, Commonwealth of Pennsylvania, Harrisburg, Pa.
Second Vice President	Melvin D. Peach, Executive Assistant, The New England Council, Boston
Treasurer	Thomas W. Finney, Assistant Vice President, Industrial Development, First National Bank in Dallas, Tex.
Secretary (not a Director)	J. Huber Denn, Industrial Commissioner, Delaware State Chamber of Com- merce, Wilmington, Del.

Other Directors:

J. A. Buchanan, Executive Director, Wyoming Natural Resource Board, Cheyenne, Wyo.

Gene E. Cermak, Director of Industrial Development, Chicago and North Western Railway Co., Chicago, Ill.

Murray A. Elder, Industrial Commissioner, Greater Windsor Industrial Commission, Windsor, Ontario, Canada

William W. Gordon, Manager, Commercial and Industrial Development, Department of Real Estate, The Port of New York Authority, New York, N. Y.

Ray C. Hartman, Senior Specialist, The Cleveland Electric Illuminating Co., Cleveland, Ohio

Julius R. Jensen, Director, Department of Planning and Development, State of Oregon, Portland, Ore.

Robert P. Lee, Manager, Area Development, The Connecticut Light & Power Co., Hartford, Conn.

Thomas T. Martin, Vice President, Industrial Development, Gulf, Mobile & Ohio Railroad, Mobile, Ala.

Paul W. Miller, Manager, Industrial Bureau, Chamber of Commerce, Atlanta, Ga.

Stewart G. Neel, Manager of Area Development, Puget Sound Power & Light Co., Seattle, Wash.

DeWayne Nelson, Industrial Commissioner, Middlesex County, New Brunswick, N. J.

Louis C. Purdey, Commissioner, Peninsula Industrial Committee, Newport News, Va.

Rodney Q. Selby, Vice President-Director, Industrial Development, First National Bank, Saint Paul, Minn.

Douglas P. Wells, Vice President and General Manager, Clearing Industrial District, Inc., Chicago, Ill.

1960-61

President	Lewis M. Holland, Manager, Industrial Department, San Francisco Chamber of Commerce
First Vice President	William R. Davlin, Secretary, Department of Commerce, Commonwealth of Pennsylvania, Harrisburg
Second Vice President	Melvin D. Peach, Executive Assistant, The New England Council, Boston
Treasurer	Thomas W. Finney, Vice President, Industrial Development, First National Bank in Dallas, Texas
Secretary (Not a Director)	J. Huber Denn, Industrial Commissioner, Delaware State Chamber of Commerce, Wilmington

Other Directors:

J. A. Buchanan, Executive Director, Wyoming Natural Resource Board, Cheyenne, Wyo.

Kenneth S. Carberry, Executive Vice President, Newark Association of Commerce and Industry, Newark, N. J.

Gene E. Cermak, Director of Industrial Development, Chicago and North Western Railway Co., Chicago, Ill.

Murray A. Elder, Industrial Commissioner, Greater Windsor Industrial Commission, Windsor, Ontario, Canada

William W. Gordon, Manager, Commercial and Industrial Development, Department of Real Estate, The Port of New York Authority, New York, N. Y.

Ray C. Hartman, Senior Specialist, The Cleveland Electric Illuminating Co., Cleveland, Ohio

Julius R. Jensen, Industrial Consultant, Industrial Development Commission, San Diego, California

Randall T. Klemme, Vice President of Marketing, Northern Natural Gas Co., Omaha, Nebraska

Robert P. Lee, Manager, Area Development, The Connecticut Light & Power Co., Hartford, Conn.

Paul W. Miller, Manager, Industrial Bureau, Chamber of Commerce, Atlanta, Ga.

Rodney Q. Selby, Vice President-Director, Industrial Development, First National Bank, Saint Paul, Minn.

James B. Thurston, Director, Industrial Department, Chamber of Commerce, Memphis, Tenn.

Peirce Vandercook, Executive Secretary, The Committee for Chicago Heights, Chicago Heights, Ill.

Warren T. White, Assistant Vice President, Industrial Department, Seaboard Air Line Railroad Co., Richmond, Va.

## CHAPTER III

### The Council's Membership

Eligibility for membership in the American Industrial Development Council has been confined to those engaged in industrial development in any or all of its many phases. Qualifications for membership, as stated in the first by-laws adopted by the organization, were to be determined by the Membership Committee who selected and proposed individuals for membership. The execution of a printed application form was required by each applicant.

The by-laws adopted in 1930 established six classes of membership. This division was planned to provide for equitable representation on the Board of Directors by the several groups. The classifications were:

- (a) Industrial bureau managers or industrial commissioners serving American cities or communities;
- (b) Industrial development representatives from any American railroad;
- (c) Industrial development representatives from any public utility company in America;
- (d) Representatives of industrial and engineering concerns, and members of the Chamber of Commerce of the United States engaged in industrial development or business research;
- (e) Representatives from any civic industrial finance company;
- (f) Chamber of Commerce executives engaged, along with their other duties, in looking after industrial development. This group was not to exceed in number twenty-five percent of the number of members under classification (a);
- (g) Members of the staff of the Chamber of Commerce of the United States.

While the percentage limitation of classification (f) with respect to classification (a) appears in copies of the early Constitution and By-Laws and not in later ones, only to reappear again, it must be assumed that the provision remained in force and was inadvertently omitted in some issues of the "Proceedings" of the conferences.

Two additional types of membership were established in 1948 - that of honorary and that of associate. The honorary membership could be granted by a two-thirds vote of the Board of Directors to those members of the Council who had retired from active work in the field of industrial development and who had rendered outstanding service to the Council in the past. Recipients would pay no dues and would have all the privileges of active membership except the rights to hold office and to vote.

The associate membership could be granted to former active members who had retired from eligible categories as listed in the by-laws, but had a continuing interest in industrial development. They were subject to the payment of dues, but could not vote or hold elective office.

The by-laws with respect to membership requirements were again amended in 1950, on the Silver Anniversary of the Council, this time so broadly that the changes are quoted in order to make comparison with the original portions of the by-laws:

"There shall be three grades of Membership, as follows:

- (a) Active Members who shall actually be engaged in one of the classifications defined in Section 2 of this Article, and who shall have all privileges of membership.
- (b) Associate Members who shall
  - 1. be engaged in some form of industrial development activity other than defined in Section 2 of this Article,
  - 2. former members no longer eligible under Section 2 who wish to keep in contact with the activities of the Council, or
  - 3. additional members of any organization which already has one of its organization as a member of the Council.

(The number of Associate members could not exceed twenty-five percent of the total number of Active members in the Council.)

- (c) Honorary Members who may be elected by a two-thirds vote of the Board of Directors because of long and distinguished service as active members, and who shall have all the privileges of membership. The tenure of Honorary members shall continue for life, irrespective of whether they are still engaged in industrial development work.

"Section 2: Those coming under the following classifications shall be eligible as Active members of the Council:

- (a) Executive heads of industrial development bureaus of civic associations or foundations, of the governing bodies of cities or counties, and of state or regional organizations financed principally from private funds,
- (b) Executive heads of industrial bureaus of regional or state industrial development agencies supported principally by public funds,
- (c) Executive heads of industrial development departments of American railroads,
- (d) Executive heads of industrial development departments of American public utilities,
- (e) Representatives of private industrial engineering, banking, or industrial financing concerns which are engaged in industrial development,
- (f) Executive heads of chamber of commerce or similar civic associations engaged, along with their other duties, in industrial development,
- (g) Members of the staff of the Chamber of Commerce of the United States.

"The total number of Active members in each of the several classifications b, c, d, e, f, and g, shall not exceed twenty-five percent of the total number of Active members in Classification a;

provided, however, that no Active members in good standing in Classifications b, c, d, e, f, and g shall be dropped from membership because of the percentage quota, but no new Active members may be elected in these classifications if it would cause their total to exceed twenty-five percent. "

The above requirements for the three classes of membership remained intact until 1954, when the classifications were broadened still further by including:

Executive heads of industrial development departments of all forms of transportation,

Representatives of recognized and accredited collegiate schools providing services or instruction in industrial development,

Representatives of private research agencies making studies in this field, and

Developers of industrial districts.

The following year another classification was added to include:

Executives of industrial companies whose primary responsibility within a particular company deals with plant location.

Special Status Active memberships were set up in 1954, with essentially the same required qualifications as the earliest Associate membership.

It would appear that in recent years the Council has endeavored to include additional categories to provide for those eligible for Active membership. In 1957, two additions were made:

Industrial realtors, and

"Such other industrial development activities as in the judgment of the Board of Directors fully qualify as applicants for Active membership. "

The classifications adopted in 1950, with later additions as noted, are essentially those in effect in 1960.

The entry of women into the field of industrial development posed a question for the Board, and in 1953 by resolution it was decided they could be admitted to membership provided they met the established membership qualifications.

A little-understood requirement of membership is that all memberships in the Council are held on a "personal" qualification basis and that no organization can be a member. This is held to be the proper concept of acceptance to membership inasmuch as the Council is essentially a professional organization.

From the inception of the Council, those directing its affairs have stressed the necessity for membership attendance at the annual conferences. This was written into the by-laws, with suspension made mandatory if a member does not attend three consecutive conferences without acceptable excuse.

Even as interest in the Council grew and eligibility requirements broadened, a maximum membership of 125 Active members prevailed, until 1952 when this restriction was lifted. Search among existing records fails to disclose why, when or how the maximum had been set.

The membership of the Council from its beginning to date is shown in the following table, the count being made at the time of the annual conferences:

<u>Year</u>	<u>No.</u>	<u>Year</u>	<u>No.</u>	<u>Year</u>	<u>No.</u>
1926	22	1938	97	1950	110
1927	65	1939	94	1951	105
1928	85	1940	112	1952	119
1929	150	1941	103	1953	145
1930	104	1942	98	1954	290
1931	80	1943	104	1955	322
1932	(a)	1944	106	1956	420
1933	44	1945	118	1957	497
1934	(b)	1946	115	1958	597
1935	75	1947	127	1959	765
1936	80	1948	123	1960	817
1937	89	1949	123		

(a) No meeting held

(b) No record of attendance

## CHAPTER IV

### The Conferences

The chapter entitled "The Early Years" points out the fundamental reason for organizing what was to become the American Industrial Development Council, and indicates that it was determined the best means to implement the exchange of information among industrial developers was through annual conferences.

For many years the conferences were strictly informal, the chairman not being elected until the opening day of the meetings. Conferences were frequently held on a Friday and Saturday, so arranged that those attending would spend a minimum of time away from their offices. The attendance was small in number, but the percentage of membership attendance was high.

It was not until 1949 that verbatim reports of the meetings were made and distributed to the members. The early reports of the meetings were in the form of minutes, but usually contained copies of one or several prepared talks. As a matter of fact, a great deal of emphasis was placed on not recording the various talks verbatim. It was the feeling that a greater attendance would be promoted, and a greater knowledge of the operation of an industrial development bureau could be obtained, by discussion and the imparting of experience and knowledge through questions and answers.

Entire sessions were given over to "The Question Box." Those who had questions on which they wanted information deposited their questions in "The Box" and usually a panel of the more experienced members supplied the answers, often supplemented by discussion from the floor.

It was possible, because of the comparatively small number of participants in attendance, for all delegates to sit at a U-shaped table in the conference room with pads and pencils readily available by which those present made copious notes.

As the membership grew, the character of the conferences changed, becoming with time more formal in nature, and having speakers of



national reputations discuss phases of industrial development. It is interesting to note that the programs were often geared to national events, such as the National Recovery Administration, World War II, and the Korean conflict. Always in advance of the actual events, program speakers kept the membership informed of what to expect in the way of economic development, plant use, and new products.

Inasmuch as the conferences have been an integral part of the operation of the Council, it has been thought advisable to include in this history the programs as they appeared in the "Proceedings" of the conferences. Business sessions and various extraneous matters have been omitted, as the object of the presentation is to show the wide variety of subjects considered at the conferences, as well as the names of the speakers who appeared.

Because the first conferences were organized under the auspices of the Chamber of Commerce of the United States, it was logical to hold the conferences in Washington, D. C., headquarters of the National Chamber. Holding the conference away from Washington was tried in 1933, when the meeting was held in Chicago, Illinois. The attendance was so poor (less than half that of the previous conference held in Washington), that the decision was made to return to Washington for following conferences.

By 1955, however, the membership had grown to such an extent that it was deemed advisable by the Board of Directors to conduct the conferences in other cities than Washington, giving due consideration to geographical distribution and the ability of host cities to accommodate the meetings. As a consequence, the 1956 conference was held in San Francisco, California, and while the attendance was not as great as before, the percentage was high enough to justify the continuance of the plan of rotating among cities. In 1957 the conference was held in Chicago, Illinois; in 1958 - Atlanta, Georgia; in 1959 - Montreal, Quebec, Canada; in 1960 - Atlantic City, New Jersey; and in 1961 - Dallas, Texas.

The hospitality and interest shown by the host cities in every instance, plus the awakening of interest in the work of the Council in various areas in which the conferences have been held, have justified the decision made in 1955.

## The Conference Programs

Topics and speakers for the First through the Ninth conferences (1926 to 1934) are found in Chapter I, "The Early Years."

### Tenth Conference - 1935

Washington, D. C.

March 11 and 12, 1935

- "Recent Trends Affecting Industry" - George C. Smith, Assistant to the President, Missouri-Kansas-Texas Lines, St. Louis, Missouri
- "Activities of the N. R. A. Industrial Advisory Board" - William P. Witherow, N. R. A. Advisory Board, Pittsburgh, Pa.
- "Results of the American Business Census" - John Guernsey, Census Bureau, Washington, D. C.
- "Recent Changes in the Location of Population and Industry" - Dr. Carter Goodrich, Wharton School of Business, Philadelphia, Pa.
- "Outlook for Capital Financing" - John J. O'Connor, U. S. Chamber, Finance Department, Washington, D. C.
- "Subsistence Homesteads" - John Herrick, Federal Subsistence Homesteads Corp., Washington, D. C.
- "Industrial Decentralization" - Westmore Hodges, Business Advisory and Planning Council, U. S. Department of Commerce, Washington, D. C.

### Eleventh Conference - 1936

Washington, D. C.

March 9, 1936

#### Round Table Discussions

1. Present Industrial Development Activities
  - (a) Methods of originating prospects
  - (b) Service to existing plants
2. Financing Industries
3. Bonuses and Inducements
4. Industrial Consultation Services
5. Trends in Occupancy of Industrial Buildings
6. Developments in Housing
7. Governmental Activities in Industrial Fields

(1936 cont'd)

"Transportation in Relation to Industrial Development" - Col. Robert S. Henry, Association of American Railroads., and Cleveland B. Newton, General Counsel, Mississippi Valley Association

Round Table Discussion

March 10, 1936

"Our Recovery Market - Industrial Problems and the Small Community" - W. A. Julian, Treasurer of the United States, and M. D. Burrows, Secretary, Committee on Industrial Locations, Business Advisory Council, U. S. Department of Commerce

"The Business Outlook" - Harper Sibley, President, Chamber of Commerce of the United States.

"Social Security Legislation" - R. Gordon Wagenet, Director, Bureau of Unemployed Compensation, Social Security Board

Round Table Discussion

Twelfth Conference - 1937  
Washington, D. C.

March 15, 1937

"Labor Relations in Industry" - Hon. Edward F. McGrady, Assistant Secretary of Labor

"How the Manufacturer Views the Problem of Plant Location" - Wm. H. Meese, Vice President, Western Electric Co., Baltimore, Md.

Discussion - Led by H. Findlay French, Baltimore Assn. of Com.

"The Department of Manufacture of the National Chamber" - Henry P. Fowler, Chamber of Commerce of the U. S.

"Industrial Activities of the New England Council" - Rufus C. Maddux, Industrial Development Executive, The New England Council, Boston, Mass.

Discussion - Led by Mark S. James, Manager, Pittsburg Commission for Industrial Expansion, Pittsburg, Pa.

General Reports from each Delegate - Concerning trend of industrial development in his city and territory.

(1937 cont'd)

March 16, 1937

"The Economic Value of the Census of Business" - Hon. Vergil D. Reid, Assistant Director, Bureau of the Census  
Discussion - Led by George C. Smith, Assistant to President, Missouri-Kansas-Texas Lines, St. Louis, Mo.

"Industry and the National Legislative Situation" - Chester Leasure, Manager, Resolutions and Referenda Dept., Chamber of Commerce of the U. S.

"Effect of Flood on Plant Location" - F. B. Ayres, Director, Louisville Industrial Foundation, Louisville, Ky.

"Water Supply for Industrial Purposes" - W. D. Collins, Chemist in Charge, Quality of Water Division, U. S. Geological Survey

Question Box - Conducted by George C. Smith

Thirteenth Conference - 1938

Washington, D. C.

March 21, 1938

"Present Status of Toledo Industrial Peace Board and Similar Organizations" - C. L. Hardin, Industrial Commissioner, Chamber of Commerce, Toledo, Ohio

Open Forum Discussion

"Industrial Development Trends in Canada" - H. D. Fearman, Commissioner of Industries, Hamilton, Ontario

"The New South" - James A. Lee, Managing Editor, Chemical and Metallurgical Engineering, New York City

"Rail Transportation" - H. H. Hampton, Vice President, Nickel Plate Railroad, Cleveland, Ohio

"Water Transportation" - H. Findlay French, Director, Industrial Bureau, Baltimore Association of Commerce

Open Forum Discussion

"Locating Factories and Warehouses, a Practical Problem in Marketing Research" - Clyde Wallis, Manager, Industrial Department, Dallas Chamber of Commerce

Open Forum Discussion

"The Effect of Federal Legislation on the Industrial Outlook" - William McClellan, President, Potomac Electric Co., Washington, D. C.

"The Human Side of Industrial Development" - A symposium conducted by Louis Dumond, Manager, Industrial Department, Association of Commerce, Chicago

March 22, 1938

"Current Trends in Financing Industry" - G. Harvey Porter, Vice President, Industrial Corporation, Baltimore, Md.

(1938 cont'd)

"The Easton Plan" - Albert M. Pepper, Secretary, Board of Trade, Easton, Pa.

Open Forum Discussion

"Locational Trends" - George C. Smith, Assistant to the President, Missouri-Kansas Texas Lines, St. Louis, Mo.

"Good Industrial Relations are Essential for Community Development" - James H. Greene, Executive Vice President, Chamber of Commerce, Pittsburgh, Pa.

Question Box - Conducted by George C. Smith

Fourteenth Conference - 1939

Washington, D. C.

March 20, 1939

"Creating Industrial Prospects" - Clifford Gildersleeve, Industrial Commissioner, Cleveland Chamber of Commerce

"Investigating Industrial Prospects" - Rufus C. Maddux, Managing Director, N. J. Council, Trenton, N. J.

Open Forum Discussion

"Public Relations" - Col. Willard P. Chevalier, Publisher, Business Week

"Financing Industrial Projects" - Wallace W. True, Assistant Chief Appraiser, Mortgage Department, Equitable Life Assurance Society, New York City

Open Forum Discussion - Led by Henry H. Bolz, Secretary, Association of Commerce, Decatur, Ill.

"Agencies Assisting in Industrial Development:

"Railroads" - Robert S. Henry, Assistant to the President, Association of American Railroads, Washington, D. C., and George E. Bates, Assistant to the Vice President, D & H Railroad, Albany, N. Y.

Open Forum Discussion

"Utilities" - Fletcher Dodge, Industrial Counsellor, American Waterworks & Electric Co., New York City, and W. H. Kelly, Manager, Industrial Development Department, West Penn Power Co., Pittsburgh, Pa.

Open Forum Discussion

March 21, 1939

"Decentralization of Industry" - C. P. Wood, Lockwood-Greene Engineers, New York City

Discussion - Led by Frank K. Shaw, Secretary, Industrial Bureau, Atlanta Chamber of Commerce, and Louis A. Dumond, Manager, Industrial Dept., Chicago Association of Commerce

(1939 cont'd)

Open Forum Discussion

"Research and Its Effect on Industrial Development" - Dr. James K. Hunt, DuPont Co., and Dr. H. E. Barnard, Director of Research, National Farm Chemurgic Council, Columbus, Ohio

Open Forum Discussion

"Pro and Con of Special Inducements" - George C. Smith, Assistant to President, Missouri-Kansas-Texas Lines

"Ye Old Question Box" - Conducted by George C. Smith

Fifteenth Conference - 1940

Washington, D. C.

March 18, 1940

"The Effects of Regulation on Industrial Development" - R. S. Smethurst, National Association of Manufacturers

"The Next Five Years in Industrial Development" - Horton H. Hampton, Vice President in Charge of Industrial Development, Nickel Plate Railroad.

Open Forum Discussion

"The Social Aspects of Industry" - C. S. Coler, Community Relations, Westinghouse Electric and Manufacturing Co.

"Industrial Development under War Conditions in Canada" - M. W. Maxwell, Commissioner of Development and Natural Resources, Canadian National Railway

"Financing Factory Building" - Frank Stern, Sales Engineer, Central Manufacturing District, Chicago, Ill.

Open Forum Discussion - Led by C. P. Wood, Lockwood-Greene Engineers, New York City

"The Effect of New Steel Basing Points on Industrial Development" Dr. Glenn E. McLaughlin, Principal Economist, National Resources Planning Board

March 19, 1940

"Industrial Development Advertising" - Harry M. Grinton, Regional Vice President, McGraw-Hill Publishing Co.

"Urban Land Institute" - Herbert U. Nelson, Executive Vice President, National Association of Real Estate Boards

"The United States Census" - Dr. Vergil D. Reed, Assistant Director, Bureau of the Census

"The Wage and Hour Law" - Col. Philip B. Fleming, Administrator, Wage and Hour Division, U. S. Department of Labor, Washington, D. C.

Open Forum Discussion

Sixteenth Conference - 1941

Washington, D. C.

March 17, 1941

- "The Place of the Industrial Development Man Today" - Discussion led by George C. Smith, Assistant to President, Missouri-Kansas-Texas Lines, St. Louis, Mo.
- "The Canadian Situation Today and What We Can Learn from it" - M. W. Maxwell, Commissioner of Development and Natural Resources, Canadian National Railways
- "The Present Defense and Economic Picture in this Country" - Col. Francis H. Miles, Jr., in Charge of Ammunition Division, Ordnance
- "Handling Defense Contracts" - E. L. Bacher, Manager of the Foreign Trade Department, Chamber of Commerce of the United States, and Secretary of the National Defense Committee of the National Chamber

March 18, 1941

- "Working out Defense Orders" - Robert L. Mehornay, Chief, Defense Contract Service, Office of Production Management
- "The York Plan" - W. S. Shipley, York Ice Manufacturing Co. and Chairman of the York Plan Defense Production
- "The New Census Data and How to Use It" - Dr. Vergil D. Reed, Acting Director, Bureau of the Census
- "What is Coming after the Present Emergency and How Should We Prepare for it" - Col. C. P. Wood, Lockwood-Greene Engineers, New York City.
- "Industrial Realtors" - Waldorf Ringe, President, Philadelphia Society of Industrial Realtors

Seventeenth Conference - 1942

Washington, D. C.

March 27, 1942

- "Planning for Current Requirements" - Robert R. Nathan, Chairman, Planning Board, War Production Board
- "What the Census Bureau can do for Local Communities" - James C. Capt, Director, Bureau of the Census
- "Plant Site Selection and Location" - Edwin M. Martin, Assistant to Chairman, Plant Site Board, War Production Board
- "The Labor Supply in War" - Col. Frank J. McSherry, Labor Division, War Production Board
- Panel of members to answer question, "How can we do it?"
- "Conversion to War Production" - C. A. Woodruff, Chief, Conversion Branch, War Production Board

March 28, 1942

- "Industry Planning for Post-war Period" - David C. Prince,  
Vice President, General Electric Co., and Chairman  
Industrial Committee, National Planning Association
- "Program of National Resources Planning Board" - Dr.  
Luther Gulick, National Resources Planning Board
- "Urban Redevelopment after the War" - Guy Greer, Economist,  
Federal Reserve System

Eighteenth Conference - 1943  
Washington, D. C.

March 26, 1943

- "How to Use the Factories we Have" - S. Abbot Smith, Director,  
Smaller War Plants Corporation
- "Government War Plant Program" - F. A. Kimmich, Execu-  
tive Officer, Facility Clearance Board of War Produc-  
tion Board
- "Recent Developments in High Octane Gasoline" - E. D.  
Cummings, Director of Refining, Office of Petroleum  
Administration for War
- "Road of the Future" - H. S. Fairbank, Chief, Division of  
Research Planning and Information, Public Roads Ad-  
ministration

March 27, 1943

- "New Post-War Products" - Dr. Watson Davis, Director,  
Science Service
- "Post-War Planning and C. E. D." - Carroll L. Wilson, Execu-  
tive Secretary, Committee for Economic Development
- "Labor and the Post-War Period" - James B. Carey, Secre-  
tary, Congress of Industrial Organizations
- "This Plastic Age" - Ray R. Dickey, Editor, Modern Plastics

Nineteenth Conference - 1944  
Washington, D. C.

March 24, 1944

- "Industrial Development Problems" - Round Table Discussion  
by Council members
- "Changes in our National Industrial Pattern" - S. T. Henry,  
Assistant to President, McGraw-Hill Publishing Co.



(1944 cont'd)

"Disposal of Surplus Plants, Materials and Equipment" - Col.  
David N. Hauseman, Director, Reconversion Division,  
War Department

March 25, 1944

"Post-War Accomplishments and Trends" - George C. Smith,  
President, Chamber of Commerce, St. Louis, Mo.

"New Patterns in Post-War Distribution" - Lee McCanne,  
Assistant General Manager, The Stromberg-Carlson Co.,  
Rochester, N. Y.

"Public Works in Post-War Reconstruction" - George H. Field,  
Assistant to the Administrator, Federal Works Agency

"Government Policies Favoring Industrial Progress after the  
War - The Legislative Outlook" - Harold H. Burton,  
United States Senator, Ohio

Twentieth Conference - 1945  
Washington, D. C.

June 15, 1945

"Surplus Government Industrial Plant Disposal" - Hans A.  
Klagsbrunn, Director, Surplus Property, and  
Benjamin W. Lawless, Industry Plants Division,  
Smaller War Plants Corporation

"Trends in the Decentralization of Industry" - S. T. Henry,  
Assistant to President, McGraw-Hill Publishing Co.

"Contract Termination" - Roger L. Putnam, Deputy Director,  
Office of Contract Settlement

"Problems of Reconversion" - William Haber, Office of War  
Mobilization and Reconversion

June 16, 1945

"Community Development Program" - Arthur M. Field, Chief  
Engineer, Charleston Development Board, Charleston, S. C.

"Post-War Economic Policy and Planning" - Marion B. Folsom,  
Director, Special Committee on Post-War Economic  
Policy and Planning

"Post-War Planning" - George C. Smith, President, Chamber  
of Commerce, St. Louis, Mo.

Twenty First Conference - 1946  
Washington, D. C.

March 18, 1946

- "Factors Controlling Industry Location" - B. H. Shaffer, Vice  
President in Charge of Manufacturing, Willard  
Storage Battery Company
- "Considerations Bearing on the Role of Aviation in Industry" -  
Harry Meixell, Director, State Relations Department,  
Air Transport Association of America
- "Surplus Plant Disposal" - Brig. Gen. J. J. O'Brien,  
Assistant Administrator, War Assets Corporation
- "Psychological Warfare" - Capt. Ellis M. Zacharias, United  
States Navy

March 19, 1946

- "Equalization of Freight Rates" - Walter R. McDonald,  
Chairman, Georgia Public Service Commission, and  
Henry Foley, Counsel, New England Governors'  
Freight Rate Committee
- "Atomic Energy's Possible Application to Industry" - Dr.  
Edward U. Condon, Director, National Bureau of  
Standards
- "Industrial Development Problems of Small Communities" -  
Charles A. Collier, Vice President, Georgia Power  
Company

Twenty Second Conference - 1947  
Washington, D. C.

March 28, 1947

- "Usefulness of Census Data in Planning Business and Industrial  
Programs" - Hon. J. C. Capt, Director, Bureau of  
the Census
- "Program for Area Development" - Frederick H. McDonald,  
Director, Community Research Institute, Charleston,  
South Carolina
- "Economic Aspects of Industrial Development Advertising" -  
Prof. Albert S. Carlson, Dartmouth College
- "Portrait of a City" - Technicolor sound film of Hamilton,  
Ontario) - Col. H. D. Fearman, Commissioner of  
Industries, Hamilton, Ontario, Canada
- "The General Business Outlook" - Dean John D. Clark,  
Council of Economic Advisers, Executive Office of  
the President, Washington, D. C.

March 29, 1947

- "The Importance of Apprenticeship in the Building Trades" -  
William F. Patterson, Director, Apprentice-Training  
Service, Department of Labor, Washington, D. C.
- "Effects of Rail Rate Changes on Industrial Development" -  
Judge R. V. Fletcher, President, Association of  
American Railroads, Washington, D. C.
- "Trends of Industrial Development for 1947-1948" - Kenneth  
Kramer, Executive Editor, Business Week

Twenty Third Conference - 1948  
Washington, D. C.

April 1, 1948

- Discussion Period - Subjects suggested by Council members
- "The Current Economic Situation and Outlook" - H. Eugene  
Dickhuth, Financial Editorial Department, New York  
Herald Tribune, New York City
- "Census of Manufactures" - Hon. J. C. Capt, Director, Bureau  
of the Census, Washington, D. C.
- "Industrial Building" - William Davies, Thomas Worcester, Inc.  
Boston, Mass.
- "Vital Economic Interests of the United States 1948-1960" -  
Col. Herman Beukema, United States Military Academy,  
West Point, New York

April 2, 1948

- Discussion Period - entire morning
- "The Tax Outlook" - Hon. Harold Knutson, Chairman, Ways and  
Means Committee
- "The Problem of Venture Capital" - Gilbert Stanley, Partner,  
Merrill Lynch, Pierce, Fenner & Beane, New York City

Twenty Fourth Conference - 1949  
Washington, D. C.

April 3, 1949

Pre-conference "Early Birds" dinner

April 4, 1949

- "Industrial Extension Activities of the Smaller Cities" -  
Committee Report. Discussion by Committee members  
Albert E. Redman, Discussion Leader, Ohio Chamber  
of Commerce; H. K. Thatcher, Arkansas Resources and  
Development Committee, Washington, D. C.; and Oscar  
Monrad, First National Bank & Trust Co., Oklahoma City

(1949 cont'd)

- "Zoning Problems" - Seward H. Mott, Director, Urban Land Institute, Washington, D. C.  
Discussion Leader - Charles H. Slayman, C & O Railway Co. & Pere Marquette Railway Co., Cleveland, Ohio
- "Manufacturing Districts" - H. Gifford Till, Missouri-Kansas-Texas Lines, Dallas, Texas
- "Location of Branch Plants"  
Panel Leader - Frank K. Shaw, Chamber of Commerce, Atlanta, Ga.  
Members of Panel - Arthur Hecker, Chief Engineer, American Cyanamid Corp., New York City;  
Percy P. Pratt, Technical Assistant to Vice President in Charge of Manufacturing & Engineering, General Foods Corp., New York City; and Laurence H. Lang, Vice President, S. I. R., Cleveland, Ohio
- "Fortune's Analysis of our Economy" - Dr. Richard Glenn Gettell, Chief Staff Economist, Fortune Magazine, New York City

April 5, 1949

- "Decentralization - Fact or Fiction" - William R. Davlin, Chief, Area Development Division, Office of Domestic Commerce, Department of Commerce, Washington, D. C.
- "Plant Dispersal for Security" - Gayle W. Arnold, Assistant Director, Office of Production, National Security Resources Board
- Members' Question and Answer Session  
Panel Leader - Ray M. Hudson, The New England Council, Boston, Mass.  
Members of Panel - E. P. Querl, Association of Commerce, Chicago, Illinois; Arthur M. Field, Charleston Development Board, Charleston, S. C.; C. P. Wood, Lockwood-Greene Engineers, New York City; Bruce K. Wimer, Pennsylvania Railroad Co., Philadelphia, Pa.; and Lee L. Davis, Director of Industrial Development, American Gas & Electric System, New York City
- "Investment Capital Outlook and Prospects" - Dexter M. Keezer, Director, Department of Economics, McGraw-Hill Publishing Co., New York City
- "The Legislative Outlook" - Clarence R. Miles, Manager, Governmental Affairs Department, Chamber of Commerce of the United States, Washington, D. C.
- "What's Ahead for Business" - George Smith, Jr., Research Economist, Chamber of Commerce of the United States, Washington, D. C.

Twenty Fifth Conference - 1950  
Washington, D. C.

April 2, 1950

Pre-conference "Early Birds" dinner

April 3, 1950

"Financing Industrial Expansion" - Dr. Alfred G. Neal,  
Federal Reserve Bank of Boston

"The Mississippi Plan - Balance Agriculture with Industry" -  
W. E. Barksdale, Director, Mississippi Agricultural  
and Industrial Board, Jackson, Miss.

"The Industrial Development Bureau" -

A - "The Organization, Function and Financing of  
Industrial Bureaus" - Arthur M. Field, Chief  
Engineer, Charleston Dev. Board, So. Car.

B - "The Prospect, How he is Obtained and Sold" -  
Daniel L. Diehl, Manager, Industrial Development  
Dept., Pa. Power & Light Co., Allentown, Pa.

C - "The Industrial Survey, an Inventory of the Com-  
munity" - E. Paul Querl, Manager, Industrial  
Dept., Chicago Association of Commerce & Industry

D - "Advertising for Industries" - Carl E. Berg, Indus-  
trial Director, Denver Chamber of Commerce

Discussion Period

"Unification" - The Hon. Marx Leva, Assistant Secretary  
of Defense

April 4, 1950

"Zoning for Industrial Development" - Panel Leader: Albert  
E. Redman, Director, Industrial Development, Ohio  
Chamber of Commerce, Columbus. Panel: Charles  
H. Slayman, General Industrial Commissioner, C & O  
Railway, Cleveland; Robert B. McClure, Manager,  
Industrial Development, Cincinnati Gas & Electric Co;  
E. Eugene Fournace, Industrial Agent, The Ohio Power  
Co., Canton, Ohio; L. H. Duncan, Industrial Agent,  
Norfolk and Western Railroad, Roanoke, Va.

"Conservation of Natural Resources" - Evan Just, Editor,  
Engineering and Mining Journal, McGraw-Hill Co.,  
New York City

"A Package Plan for Industrial Expansion" - E. Warren Bowden,  
Vice President, Walter Kidde Constructors, New York

"Atomic Energy and Industry" - Dr. Lawrence R. Hafstad,  
Director, Division of Reactor Development, Atomic  
Energy Commission, Washington, D. C.

"Labor's Stake in Industrial Development" - Lewis Hines,  
Special Representative, American Federation of Labor

"Then and Now: 1925-1950" - George C. Smith, President, St.  
Louis Chamber of Commerce

Twenty Sixth Conference - 1951  
Washington, D. C.

April 1, 1951

Pre-conference "Early Birds" dinner

April 2, 1951

"Trends in Location of Industry and Population" - Dr. Roy V. Peel, Director, Bureau of the Census, Washington, D. C.

Discussion

"Industrial Expansion Policies and Program of the Government"

Dr. Frank R. Creedon, Assistant Administrator,  
National Production Authority, Washington, D. C.

"Mobilization and Procurement Clinic" - Hon. J. Allen Frear, Jr., United States Senator, Delaware; Commander Philip F. Ashler, Chief, Small Business Office, The Munitions Board, Washington, D. C.; Maxwell C. Elliott, General Counsel, General Services Administration, Washington, D. C.; James L. Kelly, Deputy Director, Office of Small Business, National Production Authority, Washington, D. C.

"The National Problem on Wage Stabilization and Disputes Settlement" - Peter Seitz, Assistant to Chairman, Wage Stabilization Board, Washington, D. C.

April 3, 1951

"My Experiences in Plant Location" - L. J. Conger,  
Lyon Metal Products, Inc., Aurora, Illinois

Discussion

"Industrial Development Panel Session" - James F. Bone,  
Chairman. Industrial Manager, Los Angeles Chamber of Commerce.

"The Community Industrial Survey" - Stuart P. Walsh,  
President, Industrial Survey Associates, San Francisco

"Transportation Problems Affecting Industrial Development" -  
Kenneth L. Vore, Director, Military Traffic Services,  
Department of Defense, Washington, D. C.

"Report of the National Industrial Zoning Committee" -  
Charles H. Slayman, Chairman. General Industrial  
Commissioner, C & O Railway Co., Cleveland, Ohio

"Steel for War and Peace" - George H. Rose, Secretary,  
American Iron and Steel Institute, New York City

Twenty Seventh Conference - 1952  
Washington, D. C.

March 30, 1952

Pre-conference "Early Birds" dinner

March 31, 1952

"Reports of Important Developments, by Areas" - E. P. Querl,  
Panel Leader. Industrial Manager, Chicago Association  
of Commerce and Industry, Inc.

Panel Members - Fred T. Bass, Cincinnati Chamber of  
Commerce; DeWitt C. Clement, Chamber of Commerce  
of Greater Philadelphia; Charles G. Crabb, Milwaukee  
Association of Commerce; Arthur M. Field, Charleston  
Development Board, Charleston, South Carolina;

Thomas W. Finney, Dallas Chamber of Commerce;  
Clifford Gildersleeve, Cleveland Chamber of Commerce;  
Willis H. Hall, Detroit Board of Commerce;  
Emery Hoenshell, Duluth Industrial Bureau;  
Ray M. Hudson, New England Council; J. Eric Jones,  
Pittsburgh Industrial Development Council; Frank E.  
Marsh, San Francisco Bay Area Council, Inc.

Harold J. Bryant, Shreveport Chamber of Commerce;  
Albert E. Redman, Ohio Chamber of Commerce;  
Frank K. Shaw, Atlanta Chamber of Commerce;  
J. Alden Trovillo, Wichita Chamber of Commerce;  
Everett Tucker, Jr., Greater Little Rock Chamber of  
Commerce, Little Rock, Ark.

"Trends in Industrial Expansion" - Ellis Haller, Industrial  
Editor, The Wall Street Journal, New York City

"Municipal Industrial Development Financing" - David M. Wood,  
Wood, King and Dawson, Municipal Bond Attorneys,  
New York City

"Report of the National Industrial Zoning Committee" - Albert E.  
Redman, Secretary, N. I. Z. C., and Director, Industrial  
Development, Ohio Chamber of Commerce, Columbus

"Future of Synthetic Products and Allied Chemical Developments"  
Dr. Frank J. Soday, Director of Research, Chemstrand  
Corp., Decatur, Ala.

April 1, 1952

"Stream Pollution" - E. Eugene Fournace, Industrial Agent,  
Ohio Power Company, Canton, Ohio

"Conservation of Water Resources" - David J. Guy, Executive  
Vice President, American Watershed Council,  
Washington, D. C.

(1952 cont'd)

- "The Background of Industrial Development in Canada" - H. A. Wood, Commissioner of Development, Canadian National Railways, Montreal, Quebec.
- "Services Offered by Industrial Districts" - Douglas P. Wells, Vice President and General Manager, Clearing Industrial District, Inc., Chicago, Illinois
- "Recent Economic Progress in Canada" - His Excellency Hume Wrong, Canadian Ambassador to the United States
- "Plant Dispersal Panel Session" - William J. Russell, Panel Leader, Director, New York Office, Department of Commerce, New York City  
Panel Members - DeWitt C. Clement; Ray M. Hudson; J. Eric Jones; Presley W. Lancaster, National Security Resources Board, Washington, D. C.; E. P. Querl; Albert E. Redman; Frank K. Shaw; H. Gifford Till, Director, Development Department, Missouri-Kansas-Texas Lines, Dallas, Texas

Twenty Eighth Conference - 1953  
Washington, D. C.

March 29, 1953

Pre-conference "Early Birds" dinner

March 30, 1953

- "Modern Plant Location Factors for Industry" - G. E. Garnhart, Director of Real Estate and Insurance, Westinghouse Electric Corp., Pittsburgh, Pa.
- "Conservation and Development of Natural Resources" - Albert E. Redman, presiding
- "Mineral Resources" - Dr. Richard J. Lund, Supervisor, Engineering Economics, Batelle Memorial Institute, Columbus, Ohio
- "Timber Resources" - Harry S. Mosebrook, Forest Resources Assistant, Natural Resources Dept., Chamber of Commerce of the U. S., Washington
- "Water Resources" - C. G. Paulsen, Chief Hydraulic Engineer, Geological Survey, U. S. Department of the Interior, Washington, D. C.
- "Proper Land Use and Conservation" - Bryce C. Browning, Secretary-Treasurer, Muskingum Conservancy District, New Philadelphia, Ohio
- "The Proper Function of Government in a Modern Society" - Hon. Val Peterson, Federal Civil Defense Administrator, Washington, D. C.



March 31, 1953

- "Regional Changes in Opportunity for Industrial Development"  
Stahrl Edmunds, Department of Economics, McGraw-Hill Publishing Co., New York City
- "Relation of the Industrial Real Estate Broker to Development Agencies" - Frederic B. Martin, President, S. I. R., St. Louis, Missouri
- "The Challenge of America's Labor Surplus Areas" - William L. Batt, Jr., Special Assistant to the Secretary of Labor, Washington, D. C.
- "Jobs, Markets and Production" - Charles W. Harbaugh, Manager, Domestic Distribution Dept., Chamber of Commerce of the United States, Washington, D. C.
- "Factors Controlling the Location of Chemical Plants" - Charles H. Topping, Principal Architectural and Civil Engineer, DuPont Company
- "The Influence of Air Transportation on Factors Affecting Plant Location" - Thomas J. Harris, Manager of Industrial Development, American Airlines, New York City

Twenty Ninth Conference - 1954  
Washington, D. C.

March 28, 1954

- Pre-conference "Early Birds" dinner
- "A Message to Americans" - Hon. John W. Bricker, United States Senator, Ohio

March 29, 1954

- "A Look at Curselves as Members of AIDC" - James F. Bone, Manager, Industrial Department, Los Angeles Chamber of Commerce
- Report of Committee on By-Laws (Major revision) - John C. Beukema, Secretary-Manager, Chamber of Commerce, Muskegon, Michigan
- "Industrial Dispersion - Future Program of Office of Defense Mobilization" - Dr. Arthur S. Flemming, Director, Office of Defense Mobilization, Executive Office of the President, Washington, D. C.
- "Methods of Handling Prospects" - Harry P. Richter, Manager, Real Estate Division, U. S. Steel Corp., Pittsburgh, Pa.
- "Physical Information" - James R. Allen, Manager, Industrial Engineering & Construction Dept., International Harvester Co., Chicago, Illinois
- "Social and Community Information" - R. L. Yowell, President, General Electric Realty Co., Schenectady, N. Y.
- "The Hard Facts about Asia" - Dr. Tehyi Hsieh, Managing Director, Chinese Service Bureau, Boston, Mass.

March 30, 1954

New Members' Breakfast

- "Aids to Industrial Development" - Charles G. Crabb - Panel  
Chairman. Manager, Industries Division, Milwaukee  
Association of Commerce
- "Proper Planning and Zoning to Insure Future Industrial De-  
velopment" - Walter H. Blucher, Consultant, American  
Society of Planning Officials, Chicago, Illinois
- "Results of the National Industrial Zoning Committee's New  
Plant Requirement Survey" - Harold V. Miller,  
Executive Director, Tennessee State Planning Com-  
mittee, Nashville, Tenn.
- "Financing Industrial Development"
- "The Insurance Company Role in Industrial Development  
Financing" - C. J. Faherty, G. M. Mortgage Loan  
and Real Estate Investment Dept., Prudential Insurance  
Company of America, Newark, N. J.
- "Organizing and Financing an Industrial District" - W. C.  
Windsor, Jr., President, Windsor Properties, Inc.  
Dallas, Texas
- "The Industrial Development Bureau" - Frank E. Clawson,  
Chairman. Industrial Director, Minneapolis Chamber  
of Commerce
- "What Industry Means to a Community" - Dr. R. Buford  
Brands, Research Economist, Chamber of Commerce  
of the United States, Washington, D. C.
- "Industrial Development Advertising" - George Haddock,  
Nation's Business
- "Finding the Prospect - Then Selling Him" - Louis C. Purdey,  
Industrial Commissioner, Peninsula Industrial Com-  
mittee, Newport News, Va.
- "What's Ahead" - George Cline Smith, Assistant Vice President  
and Economist, F. W. Dodge Corp., New York City

Thirtieth Conference - 1955  
Washington, D. C.

April 3, 1955

Pre-conference "Early Birds" dinner

April 4, 1955

- "The New City Emerges from the Old" - F. Stuart Fitzpatrick,  
Manager, Construction and Civic Dept., United States  
Chamber of Commerce, Washington, D. C.

(1955, cont'd)

- "Integrating a Community into a Regional Economic Pattern" -  
C. L. Hamman, Asst. Director, Economics Research Division,  
Stanford Research Institute, Stanford, Calif.
- "New Concepts in Defense and Dispersion" - Dr. Arthur S.  
Flemming, Director of Office of Defense Mobilization,  
Washington, D. C.
- "City Planning Implications of Industrial Location" - Francis A.  
Pitkin, Executive Director, Pennsylvania State Planning  
Board, Harrisburg, Pa.
- "Labor and Management Team up for Industrial Expansion" -  
W. R. Poole, Manager of Industrial Development, Toledo  
Edison Co., Toledo, Ohio
- "How to Locate, Cultivate and Captivate Industrial Prospects" -  
Harry W. Clark, Executive Director, North Mississippi  
Industrial Development Association, West Point; Moderator  
Julius R. Jensen, Manager, Cowlitz Industrial Bureau,  
Longview, Washington; William D. Sims, Director of  
Industrial Division, Alabama State Chamber of Commerce,  
Montgomery; Charles H. Slayman, Associate, Cragin,  
Lang, Free and Co., Cleveland, Ohio
- "Market and Geographical Impacts of Current Industrial Evolution"  
- William C. Foster, President, Manufacturing  
Chemists Association, Inc., Washington, D. C.

April 5, 1955

- "Research as a Tool in Industrial Development" - Henry E.  
Wessel, Head of Engineering Economics Section, Midwest  
Research Institute, Kansas City
- "What About that Industrial Brochure of Yours?" - Stuart  
Parry Walsh, Director, Industrial Planning Associates,  
San Francisco, Calif.
- Debate. "Resolved: That Tax Concessions and the Preferential  
Expenditures of Public Funds be Employed as Inducements for Attracting New Industries"  
Moderator: E. Eugene Fournace, Industrial Development  
Consultant, Ohio Power Co., Canton, Ohio  
Affirmative Team: L. O. Bradshaw, Captain; Walter B.  
Koch, and Oscar Monrad  
Negative Team: Rodney Q. Selby, Captain; Guilford W.  
Koch, and Horace L. Brewer
- "Defense Supply and Logistics" - Robert C. Lanphier, Deputy  
Assistant Secretary of Defense, Washington, D. C.
- "Automation is Here - So Adjust Your Sights" - Dr. Clede  
Brunetti, Director, Engineering Research and Development,  
General Mills, Inc., Minneapolis, Minn.

(1955, cont'd)

- "Organizing the Community for Industrial Development" - Panel  
Moderator: Daniel L. Diehl, Manager, Area Development,  
Pennsylvania Power & Light Co., Allentown
- "How to Sell Your Local Citizens and Your Community Government  
Officials on the Value of Continuous Industrial Development" - C. E. Noyes,  
Manager, Williamsport Community Trade Association, Williamsport, Pa.
- "How to Undertake, Promote and Finance a Local Community  
Industrial Development Corporation" - E. B. Preate,  
Attorney, Scranton, Pa.
- "How to Create, Organize and Pay For a Local Industrial  
District" - Theodore Pasma, Area Development  
Division, U. S. Department of Commerce
- "How to Pool and Coordinate the Promotional Activities of Your  
Railroads and Public Utilities with Your Own Agencies  
Program" - J. Eric Jones, Director of Industrial  
Development, Chamber of Commerce, Pittsburgh, Pa.

April 6, 1955

- "Observations by a Plant Location Executive" - B. R. Sayer,  
In Charge of Location Service, Research Division,  
Austin Co., Cleveland, Ohio
- "Slum Clearance and Urban Renewal for Industrial Sites" -  
James W. Follin, Commissioner, Urban Renewal  
Administration, Housing & Home Financing Agency  
Panel. Moderator: Melvin D. Peach, Executive Assistant,  
The New England Council, Boston, Mass.
- "Developing a Program to Help Existing Manufacturers Expand  
and to Stimulate Creation of New Local Industries" -  
Clyde D. Wallace, Vice President, Mercantile  
National Bank, Dallas, Texas
- "How to Make, Analyze and Apply a Community Industrial  
Survey" - Merrill J. Teulon, Industrial Agent,  
Manchester Industrial Council, Manchester, N. H.
- "Case History Comparisons of Methods, Costs and Results of  
Various Forms and Media Employed in Advertising  
for New Industries" - James D. Idol, Industrial  
Director, Missouri Resources and Development Div.,  
Jefferson City, Missouri
- "The 1955 Business Outlook" - Dr. Ralph J. Watkins, Director  
of Research, Dun & Bradstreet, New York City
- Personal Problem Clinic - Question and Answer Consultation -  
Moderator: John C. Beukema, Secretary, Muskegon  
Progress and Development Fund, Muskegon, Mich.  
Panel Members: Eugene R. Andrews; Henry H. Bolz;  
James F. Bone; Frank K. Shaw; Charles H. Slayman

Thirty First Conference - 1956

San Francisco, California

April 11, 1956

Pre-conference "Early Birds" dinner

April 12, 1956

"Your Community and the Industrial District" - W. C. Windsor, Jr.  
President, Windsor Properties, Inc., Dallas, Texas

"Redeveloping Blighted Areas for Industrial Use" - Ira J. Bach,  
Executive Director, Chicago Land Clearance Commission

"Industrial Zoning" - Paul Opperman, Director of Planning,  
Department of City Planning, City and County of San  
Francisco, Calif.

"The Role of the State in Industrial Development" - Edward T.  
Dickinson, Commissioner of Commerce, New York  
State Department of Commerce, Albany

"Telling Your Community Story"

Panel Moderator: Stuart Parry Walsh, Director,  
Industrial Planning Associates, San Francisco

Panel Members: Ross Ryder, Ryder & Ingram, Ltd.,  
Oakland, Calif.; Al Spiers, Manager, Sunnyvale, Calif.  
Chamber of Commerce; Harry W. Clark, Executive  
Director, North Mississippi Industrial Development  
Association, West Point, Miss.

"The Impact of Population and Industrial Growth on our Nation's  
Metropolitan Areas" - LeRoy D. Owen, President,  
LeRoy D. Owen Co., Los Angeles; President, S. I. R.

"AIDC Cooperation at Regional Levels" - DeWayne Nelson,  
Industrial Commissioner, Middlesex County, New  
Brunswick, N. J. - Moderator.

C. D. Lafferty, Manager, Industrial Development,  
Southern Pacific Co., San Francisco, Calif., and  
Edward T. Dickinson, Commissioner, New York State  
Department of Commerce, Albany

April 13, 1956

"Industrial Financing" - Lloyd Mazzera, Vice President and  
Chairman, General Finance Committee, Bank of  
America, San Francisco, Calif.

"Industrial Development Techniques" - George H. Ellis, Director,  
of Research, Federal Reserve Bank, Boston, Mass.

"Long Range Industrial Planning" - Charles L. Hamman, Asst.  
Director, Stanford Research Institute, Menlo Park, Calif.

"Atomic Energy and Its Impact on Industrial Development Planning" -  
Samuel B. Morris, General Manager and Chief Engineer,  
Dept. of Water and Power, Los Angeles, Calif.

(1956 cont'd)

"Canadian Industrial Development" - S. J. Raymond, Industrial and Joint Facility Commissioner, Canadian National Railways, Toronto, Ontario

Bus Tour of the San Francisco Bay Industrial Area

Thirty Second Conference - 1957  
Chicago, Illinois

March 31, 1957

Pre-conference "Early Birds" dinner

April 1, 1957

"Industrial Development Enters College" - Richard W. Poston, Director of Community Development, Univ. of Southern Illinois, Carbondale, Illinois

"Influence of the New Highway Program on Industrial Location" - Dr. Dorothy Muncy, Land Use Consultant, Washington, D. C.

"Research - A New Prospect for Industrial Development" - Charles B. Thornton, Chairman of the Board and President, Litton Industries, Beverly Hills, Calif.

"New Horizons for the Industrial Development Profession" - H. McKinley Conway, Jr., Editor and Publisher, Industrial Development, Atlanta, Ga.

"Industrial Team" - Houston, Texas, Chamber of Commerce:  
Ray Horton, Chairman, Humble Oil & Refining Co.  
Robert L. Dabney, Houston Pipeline Co.  
James Delmar, Hughes Tool Co.  
Charles M. Hickey, Consolidated Chemical Indus. Inc.  
Joe J. King, Tennessee Gas Transmission Co.  
Wesley Kuenemann, Houston Lighting & Power Co.  
Mason Lockwood, Lockwood, Andrews & Newnam  
C. A. Robson, Tax Research Association  
Nicholas Patton, Houston Port Bureau, Inc.  
E. R. Scogin, Shell Chemical Co.  
E. A. Vaubel, Layne-Texas Co., Ltd.  
John R. Fraker, Chamber of Commerce  
Paul Haskell, Chamber of Commerce

Debate. "Resolved: That the Federal Government Should Enact Legislation to Assist Depressed Areas in Financing Industrial Development" - Moderator: Douglas P. Wells, Vice President & General Manager, Clearing Industrial District, Chicago, Illinois.  
Affirmative Team: William L. Batt, Jr; Stuart G. Neel  
Negative Team: Robert P. Lee; Charles H. Slayman

April 2, 1957

New Members' Breakfast

Workshop Sessions:

- "Responsibility of Developing the Communities in the Market Area" - Moderator: T. E. Davidson II, Director, Iowa Development Committee, Des Moines, Iowa
- "Working with Local Realtors" - Moderator: Harold A. Martin, Vice President, Barnett National Bank, Jacksonville, Fla.
- "Getting the Volunteer to Work" - Moderator: Julius Jensen, Managing Director, Seattle Industrial Expansion Assn.
- "Report on Workshop Sessions" - Reuben D. Siverson, presiding. Secretary, American Industrial Development Council
- "Future National Outlook for Economic Growth" - Robert M. Feemster, Chairman of the Executive Committee, Dow, Jones & Co., New York City

Tour of Chicago Industrial Areas

Thirty Third Conference - 1958

Atlanta, Georgia

April 13, 1958

Air and Bus Tours

Pre-conference "Early Birds" dinner

April 14, 1958

"Trade Missions"

"Far East:" R. L. DeChant, Manager, Area Development Department, The Cleveland Electric Illuminating Co.

"Italy:" Frank E. Marsh, Vice President and General Manager, San Francisco Bay Area Council

"Atomic Energy and Its Utilization" - Dr. Frank K. Pittman, Director, Office of Industrial Development, Atomic Energy Commission, Washington, D. C.

"Let's Join Hands" - Dr. Carl Byers, General Motors Corp.,

"Gold Mine on Main Street" - World premiere of Industrial Development movie. H. M. Conway, Jr., Publisher, Conway Publications, North Atlanta. Ga.

"Industry's Viewpoint on Plant Locations":

"Automotive:" Otto Pongrace, Manager, Engineering & Construction Services, Ford Motor Co.

"Personnel Factors:" R. D. Courtright, Project Engineer, Facilities Planning Dept., International Business Machines Corp.

April 15, 1958

- New Members' Breakfast - Speaker: William D. Sims, Exec. Assistant, American National Bank & Trust Co., Mobile
- "The Pennsylvania Story" - Hon. William R. Davlin, Secretary of Commerce, Commonwealth of Pennsylvania, Harrisburg, Pa.
- "The Development of Planned Industrial Parks" - Gerald W. Blakeley, President, Cabot, Cabot & Forbes, Boston
- "Long Term Implications of Current Industrial Location Trends" Robert H. Ryan, Director of Area Development, Committee for Economic Development, New York City
- "Planning and Building your City" - Philip Hammer, President, Hammer & Co., Atlanta, Ga.
- "Report on Business" - Dr. George Cline Smith, Vice President and Economist, F. W. Dodge Corp., New York City

Bus and Air Tours

Thirty Fourth Conference - 1959  
Montreal, Quebec

April 19, 1959

- Tours of Seaway Development; City of Montreal; and Industrial Parks
- Pre-conference "Early Birds" dinner:
- "Some Thoughts about Canadians" - Nolin Trudeau, Publicite-Services Ltd., Montreal

April 20, 1959

- "Some Aspects of the St. Lawrence Seaway's Impact on Industry" Arthur E. Baylis, Vice President, New York Central Railroad, New York City
- "Financing Industrial Development" - James H. Styers, Senior Vice President, Wachovia Bank and Trust Co., Winston-Salem, North Carolina
- "Shakespeare, A Park and the Canadian National Railway" - W. P. Gregory, Q. C., Managing Director, British Mortgage and Trust Co.; Chairman, Stratford Industrial Commission, Stratford, Ontario
- Concurrent Discussion Session:
- A - "Relative Value of Advertising and Personal Contacts in Obtaining New Industries":  
Presiding - Charles L. Hamman; W. Bartlett Cram, Julius R. Jensen



(1959 cont'd)

B - "Relative Value of Advertising and Personal Contacts in Obtaining New Industries":

Presiding - E. H. Parsons; Eugene R. Andrews, James B. Thurston

C - "Relations between Industrial Developers and Industrial Real Estate Brokers":

Presiding - J. Eric Jones; Robert M. Holder, Charles F. Light

C - "Relations between Industrial Developers and Industrial Real Estate Brokers":

Presiding - Daniel D. Dale; Gordon R. Exley, J. J. Harrington, Jr.

Second Concurrent Discussion Session - a repeat of the above.

April 21, 1959

New Members' Breakfast -

"What is AIDC?" - Harry W. Clark, Industrial Consultant, Texas Power and Light Co., Dallas, Texas

"Areas of Agreement" - Brief summary reports by Chairmen of Monday afternoon panel sessions

"Background for Discussion" - A prelude to concurrent sessions to follow:

"Integrating Industrial Development with Community Master Planning" - Leader: LeRoy Jones; Panelist: W. C. Windsor, Jr.

"Standards for Industrial Parks" - Leader: Winfred L. Foss. Panelist: Richard T. Murphy, Jr.

"Working through Volunteer Committees" - Leader: Dorman M. Miller. Panelist: F. R. Henrekin

"The Multi-Storied Building Problem" - Leader: Loren Trimble. Panelist: Adolph T. Schmidt.

"Canada-United States Relations" - W. J. Sheridan, Assistant General Manager, The Canadian Chamber of Commerce, Montreal, Quebec

Thirty Fifth Conference - 1960

Atlantic City, New Jersey

March 27, 1960

Bus Tours from New York City and Philadelphia, Pa. to Atlantic City

Pre-conference "Early Birds" dinner - "The Spirit of Jersey" - John T. Cunningham, Newark Evening News, and "This is New Jersey", a film presentation

(1960, cont'd)

March 28, 1960

Part I - Challenge

- "The Challenge to America's Cities" - Albert M. Cole, Executive Vice President, Reynolds Aluminum Service Corp.
- "Business Climate - What It Is - How to Improve It" - Richard C. Holmquist, Consultant, Government Relation and Marketing Services, General Electric Co., New York City
- "The Industrial World of 1980" - Frank C. Stern, Manager, Central Manufacturing District, Chicago, Illinois
- "The Marriage of Texas and New England" - Erik Jonsson, Chairman of the Board, Texas Instruments, Dallas

Part II - Method

- "Specifics" - Robert D. Courtright, Manager, Facilities Planning Dept. International Business Machines Corp.
- "From Art to Science" - Robert E. Johnson, Economist and Actuary, Finance Division, Western Electric Co.
- "Let's Get Personal" - Walter Toly, President, Columbia Electric Co.

March 29, 1960

New Members' Breakfast

- "AIDC and You" - William D. Sims, Assistant Vice President, American National Bank and Trust Co., Mobile, Ala.

Part III - Result

- "Successful New England Effort" - Melvin D. Peach, Executive Assistant, The New England Council, Boston
- "Seminole Joe" - Elmer J. Krauss, President, Elmer J. Krauss Organization, Inc., St. Petersburg, Fla.
- "Success by Size in Missouri" - James D. Idol, Director, Missouri Resources and Development Commission, Jefferson City
- "National Round-up" - H. McKinley Conway, Jr., Editor-Publisher, Industrial Development, North Atlanta, Ga.
- "A Look Ahead with Industry" - Dr. George Cline Smith, Economist, F. W. Dodge Corporation, New York City

Part IV

- "Municipal Affairs" - Frederick C. Gardiner, Chairman of the Municipality of Metropolitan Toronto

(1960, cont'd)

"Transportation" - Kenneth Tubbs, Director, Transportation  
Department, Chamber of Commerce, Dallas, Texas

"Utilities" - John Paul Jones, Director of Community Planning,  
Ebasco Services, Inc.

"Industrial Location Effect" - Dr. Charles M. Tiebout, Depart-  
ment of Economics, University of California, Los  
Angeles, Calif.

"Basic Principles of Industrial Development" - Louis C. Purdey,  
Executive Director, Peninsula Industrial Committee,  
Newport News, Va.

Literature Awards - Presiding, M. A. Elder, Chairman, Literature  
Award Committee; Industrial Commissioner, Greater  
Windsor Industrial Commission, Windsor, Ontario

"Pattern for Success" - James Q. duPont, DuPont Company,  
Wilmington, Del.

March 30, 1960

Return Bus Tours to Philadelphia, Pa. and New York City from  
Atlantic City

## CHAPTER V

### Chronology

- 1926 June 1 and 2. First conference of industrial bureau managers of chambers of commerce was held in Washington, D. C. under the auspices of the Chamber of Commerce of the United States.
- 1930 April 15. American Industrial Development Council was formed. Constitution and By-Laws were adopted. A Board of Directors of eleven members was elected, with membership divided as follows: Six Industrial Bureau Managers; and one each from the Chamber of Commerce of the United States; railroads; public utilities; engineering firms or civic finance companies; and chamber of commerce executives.
- 1932 No conference was held.
- 1933 July 31 and August 1. Conference was held in Chicago, Illinois (and away from Washington, D. C. for the first time).
- 1935 March 12. By-laws were amended for the first time to reduce annual dues from \$10.00 to \$5.00.
- 1937 March 16. Newspaper reporters were present at the annual conference for the first time. The by-laws were amended, setting up an Advisory Board comprised of past chairmen of the Council.
- 1942 March 28. By resolution, the War Production Board was strongly urged to recognize and to actively utilize the talents of A. I. D. C. members in the planning, plant site location, conversion, and other phases of the war program.
- 1943 March 27. Plan to issue a bimonthly bulletin to the membership was announced, with the bulletin to be particularly devoted to exchange of problems and news items among the members.

- 1944 The first issue of "Bits and Pieces" was sent to the members edited by Arthur B. Field and Edward Ellingwood.

March 25. The by-laws were amended to permit the Board of Directors to fill vacancies on the Board or among the officers, providing the vacancy shall be filled from the same classification of membership in which the vacancy occurs.

- 1946 March 19. The by-laws were amended to provide for payment of dues upon election to membership and annually on January 1.

During the year, the "Outline for a Community Development Program," was published. It was written by Arthur M. Field, Charleston, South Carolina, assisted by Clifford Gildersleeve, Cleveland; Oscar Monrad, Oklahoma City; R. W. Osterholm, Canton, Ohio; Frank M. Palmer, Cleveland; E. Paul Querl, Chicago; Frank K. Shaw, Atlanta; and George C. Smith, St. Louis.

- 1947 March 29. The by-laws were amended to facilitate the termination of membership of any member who misses three consecutive annual conferences unless he presents a written request to be excused to the Secretary of the Council.

- 1948 April 2. The by-laws were amended to provide for Honorary and Associate memberships.

F. B. Ayres, retiring Secretary-Treasurer of the Louisville, Kentucky, Foundation, became the Council's first Honorary Life Member.

1949. April 3 - 5. First verbatim report of the conference "Proceedings" was made.

April 3. First "Early Birds Dinner" was held in connection with a conference.

April 5. George C. Smith, St. Louis, Missouri, was elected an Honorary Life Member.

1950 April 3. Permanent Assistant Secretaryship was established for the Council within the Chamber of Commerce of the United States in Washington, D. C.

April 4. First "New Members' Breakfast" was held in conjunction with the annual conference.

H. Findlay French, Baltimore, Md., was elected to Honorary Life Membership

Council joined in the work of the National Industrial Zoning Committee.

1951 April 1. An identifying A. I. D. C. masthead was authorized.

April 2. An appropriation was made to further the work of the N. I. Z. C.

April 3. The by-laws were amended increasing annual dues to \$10.00

1952 April 1. The traditional numerical limitation on membership (125) was removed. Use of publicity in connection with the Council, and as a service to the members, was authorized by the Board of Directors.

October. The first mid-year Board meeting was held (in Chicago, Illinois).

1953 March 31. Membership was opened to women engaged in industrial development work. A Staff member of the Chamber of Commerce of the United States, Washington, D. C., was named Permanent Secretary of the Council.

AID was started as a quarterly membership bulletin.

1954 March 24. A major revision of the by-laws was effected including: Changing officers to a President; two Vice Presidents; and separating the offices of Secretary and Treasurer; Adding membership classifications; Reducing the number of members on the Advisory Board to the five immediate past Presidents or Chairmen; Increasing annual dues to \$15.00.

1955 Office of Administrative Secretary was created, to be filled by a Staff Member of the Chamber of Commerce of the United States, with the Council paying salary and taxes.

A Code of Ethics and Certificate of Membership were adopted and distributed to the membership. An insignia with the motto "Integritas Erga Omnes" inscribed was approved by the Board of Directors.

April 6. It was decided to hold the 1956 conference in San Francisco, California - the first departure from Washington, D. C. since 1933.

November 20. E. Paul Querl, Chicago, Illinois, and Charles P. Wood, New York City, were elected to Honorary Life Membership.

1956 January 1. Dues were increased to \$25.00 annually.

June. A professional status survey was made of the membership by the Secretary's office.

1957 April 1. Clifford Gildersleeve, Cleveland, Ohio, was elected to Honorary Life Membership.

April 3. The Board of Directors was increased from twelve to eighteen members and geographical distribution was adopted in their election. An organization plan covering committee assignments was adopted giving supervision of committee activities to the two Vice Presidents.

Secretariat established, independent of the Chamber of Commerce of the United States, with headquarters at Newark, Delaware.

First brochure and literature exhibit shown at the annual conference by members of the Council.

July. Personnel placement service started as a convenience to the membership, clearing through the Secretary's office.

(1957, cont'd)

Publication entitled, "Bibliography of Industrial Development Material, including Sources of Information for Assembling Industrial Development Material", was published and distributed by the Council. The material was compiled by the Area Development Division, Texas Electric Service Co., Fort Worth, Texas

Publication entitled, "Legislation Affecting Industrial Location and Expansion," by Col Charles P. Wood was distributed to the membership.

1958 March 31. The Council was incorporated under the laws of the State of Maryland.

April 13. Awards were given to outstanding literature exhibited at the annual conference by Council members.

September. A supplement to the "Bibliography of Industrial Development Material" was published and distributed by the Council. A Directory of Membership was published and distributed to five thousand industrialists.

1959 April 19. A definition of "Industrial Development" was adopted by the Board of Directors.

Membership identification emblem was recommended for use of members.

First advertisement appeared in a national publication, showing names and official titles of Council members and their location by states.

1960 March 7. A "Hand Book on Industrial Development" was issued including five articles on phases of industrial development. Additional articles to be issued for inclusion in the "Hand Book."

November. An "evaluation study" of the Council's organization and activities was commenced.



THIS IS TO CERTIFY THAT

being qualified and having subscribed to  
the Council's Members' Code as engrossed below, has been  
elected to membership in the

# AMERICAN INDUSTRIAL DEVELOPMENT COUNCIL

## MEMBERS' CODE

*Know all men by these presents that members of the Council are dedicated to:*

Maintain the highest ethical standards in professional relationships.

Advance the best civic and economic interests of the communities and areas served.

Uphold the dignity and prestige associated with Council membership.

Cooperate with fellow members in informal exchange of  
information and ideas reflecting practices, procedures, trends, and policy  
pertaining to industrial development.

Accept personal responsibility for furthering the  
Council's program when called upon.

*In testimony whereof witness the signatures of the officers of the Council*



This            day of

\_\_\_\_\_  
PRESIDENT

\_\_\_\_\_  
SECRETARY