

CUED AT THIRTY

By Jim Breagy

The year is 1967. A tiny, fledgling organization has been formed by officials from 15 cities to promote the idea that city governments should take a lead role in working with their local allies in the business community to maintain and build their economies. The officials are concerned with their declining economies and job bases as manufacturers and other companies move to the suburbs. Their communities are losing middle-class residents while a larger proportion of their populations are poor, unskilled and dependent on government support. Downtown areas are becoming dilapidated with boarded up buildings and rundown office buildings, hotels and commercial strips.

In 1967, the role of governments in economic development is essentially in negotiating deals for physical development projects and providing support and infrastructure for them. Private sector projects, or those assisted through federal urban renewal or local programs like tax increment financing, create new office, commercial and residential complexes. The job of recruiting companies or dealing with the problems and plans of existing companies is largely that of private sector organizations, the chamber of commerce or an industrial development entity if there is one.

Fast forward 30 years to the present. The same organization, the National Council for Urban Economic Development, has a staff of 20 and over 1,800 members. They represent communities of all sizes, urban counties, metropolitan regional agencies and public/private partner-

ship organizations, utility companies, consultants and academics. They all represent a wider range of knowledge and expertise from real estate development to small business development, technology transfer and exporting. The problems and issues have changed somewhat but in some respects they are not so different. Virtually all traditional manufacturing jobs have left the central cities and older industrial inner ring suburbs. Local and regional economies have become more diversified and jobs that pay a living wage require more knowledge and higher skill levels. Global competition, technology and changes brought by the end of the Cold War have affected many local and regional economies.

Local governments and regional entities have developed an important leadership role in economic development. The differences in economic development approaches between small towns and urban centers have narrowed substantially. Through economic development agencies or public/private partnership entities, local governments have moved far beyond their previous physical development role. They have active ongoing programs in business attraction, business retention and expansion and new business development and work with specialized agencies and institutions on workforce training, technology applications and finding new markets for companies.

CUED, which celebrates its 30th anniversary this year, has played a leadership role in the advances that have been made in economic development practice over the last three decades of addressing these issues. Practitioners have found a home in CUED as a resource for the latest thinking in the field.

CUED has grown into an important service delivery center for the economic development community. The service include information and research—its newsletters, quarterly journal, technical reports and manuals, information clearinghouse and technical assistance. CUED's conferences, workshops, special issue committees and the networks they generate are another important information service. CUED's expertise in managing, administering an marketing professional associations' organizations is being tapped by other organizations. Finally, there is CUED's role as educator, striving to develop professionalism in the

Jim Breagy held various positions during eight-and-one-half years as a staff member of the National Council for Urban Economic Development. He served as editor of the Developments newsletter and as director of legislation and publications.

On the Leading Edge of Economic Development While Maintaining Its Urban Commitment

Starting out with a group of local officials concerned with flight of businesses from cities, the National Council for Urban Economic Development (CUED) has grown over 30 years to become a wide ranging organization offering a variety of services to economic development practitioners and to other allied organizations as well. CUED provides technical assistance to localities and regions; courses to build economic development professionalism; and publishes a quarterly journal, three newsletters and a continuing series of technical reports. It also offers its highly regarded administrative services, marketing, convention planning and newsletter publishing skills and contract to other organizations. CUED conferences and the awards for outstanding achievements in several economic development areas are highly valued in the profession.

practice of economic development. The organization now offers ten courses on economic development subjects including marketing, planning, finance, business retention and expansion, technology, entrepreneurial strategy, neighborhood development, real estate development and organizational management.

"Professional credentials have become critically important," says CUED President April Young, executive director of Potomac Knowledge Way in northern Virginia. "When an agency or organization hires someone for an economic development position it has to have confidence that the individual is bringing a commonly understood core set of tools to bear on the problems and issues to be dealt with. There also has to be a process for learning and growing in the profession. CUED, through its courses, and the other information it makes available is improving the core education of economic developers."

"The period since 1970 has been one of transition from economic development practice to economic development credentiality," says CUED Vice President Ken Dobson, who joined the organization as a staff member in 1971. Now Toledo's director of development, Dobson adds: "When we started out, virtually no city had an economic development department or agency. There was no public role in economic development. It was left to the forces of the marketplace. CUED defined the need for public intervention in economic development as well as the process in which such intervention would and does occur. Over the last 30 years, there have been four or five distinctive waves in thinking, adaptation and philosophy which have defined, redefined, adjusted and modified economic development. CUED has been the leader through all this and has been an important facilitator in creating partnerships between public and private sources."

"CUED is where I learned about economic development," says Wayne Schell, executive director of the California Association for Local Economic Development (CALED). "There is no place where you can go to school to become an economic developer. CUED has filled that need very well. CUED is a great resource for people learning this field and for those who hope to grow professionally in it. Information and training are the keys to professionalism in economic development and that is what CUED does very well."

"During the nineties, CUED grew into a strong member services organization and emerged as the best representative of the profession in Washington," says John Claypool, CUED president, 1994-96, and president of Greater Philadelphia First. "The organization built a great portfolio of member services and regional alliances. Economic development continues to be the most important issue facing America's cities and CUED has expanded its capability to meet these needs and to satisfy the ever broadening knowledge and skill requirements of today's economic development professional."

CUED's experience as a well managed, Washington-based organization with a strong record in successful con-

ferences and publishing, has drawn other organizations to contract for its services. CUED is providing administrative services, marketing, conference organization and newsletter services under contracts with the National Association of Installation Developers (NAID), an organization specializing in the conversion of former military bases for economic development, and began providing these services to the Association of University Related Research Parks (AURRP) in September 1997.

CUED's Origins—The HUB Council

CUED originated with the founding of the Helping Urban Businesses (HUB) Club, a loosely-federated group of city development chiefs who were concerned with the flight of businesses from their cities and the decline of a climate that could retain or attract firms. The HUB Club came into existence informally in 1966 and it is important to understand the heightened concern in the country at the time about the "urban crisis." In 1965 a riot exploded in the Watts section of Los Angeles which was to be the first in a series of riots in the minority neighborhoods of large cities during the sixties. Riots followed in 1967 and 1968 in Detroit, Newark, Washington, Tampa, Cincinnati, Rochester and other cities. These "civil disorders" spurred the creation of numerous task forces comprised of mayors, government officials, the private sector, academia and philanthropic foundations in search of solutions to the problems of urban poverty and economic distress.

The rioting, looting and arson in neighborhood business areas and commercial strips exacerbated what was already a weakening position for urban economies as manufacturing and commercial businesses had begun to move increas-

Troubled times in the 1970s. Felix Rohatyn, chairman of Lazard Freres investment firm and head of the effort to solve New York City's fiscal problems, speaks at a CUED conference.





Ed deLuca
CUED President
1967-70

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



Paul Zimmerer 1970-73
We were joined together by our need to stop businesses from leaving the cities. We had to band together because we had no one else to talk to. The Midwesterners among us deferred to our East Coast brethren but we all believed in the same gospel. CUED made economic development a true profession in those days and we were rapidly being recognized as a force on urban areas.

What Is Urban?

Hearing *urban*, the first thought that comes to one's mind is that of large city-centers and huge agglomerations of population, commerce, traffic-jams and high-tech industry. Urban areas traditionally have been centers of trade, commerce, information, medical care, entertainment and art.

During the 20th century, America evolved from a predominantly rural to an urbanized society, with about 80 percent of the U.S.'s population now living in urban areas. But not all of these urban residents live in one of the large metropolitan city-centers. An exodus of city residents seeking more desirable living space in suburbs or adjacent nonmetropolitan areas is fuelling the urbanization of America. Although they leave the cities to escape problems such as poverty, rising crime rates or high urban tax burdens, these residents still desire many of the economic and cultural advantages traditionally located in large cities.

Urbanization can be understood as a sociocultural process. Through that process people from different backgrounds come to share attitudes, values, philosophies and goals, developed through interaction and interdependent relationships among individuals living in a shared geographical space. Urbanization can also be understood as an economic development process. Economic development efforts have fundamentally changed during the last decades. With globalization and the changing structure of local economies, competition among places and firms has heated up. Financial and tax incentives are no longer the predominant economic development tool. Communities face a wider range of claims by businesses, because operating costs are no longer the sole determining competitive factor. To compete in the new economy, communities must provide a good business climate which includes a highly skilled workforce, workforce development programs, good infrastructure, a high quality of living, a good education system and a strong research base.

"Red Wing" is a unique situation. It is an edge city benefiting from its close proximity to the Twin Cities of Minneapolis and St. Paul (45 minutes away), on the Minnesota/Wisconsin border, acting as a regional center for commerce. Our population base, while relatively small compared to typical urban areas (approximately 20,000), draws over 500,000 visitors of all types per year. The global economy, urban sprawl, knowledge on intelligent industry movement, skilled workforce shortage, telecommunications era, Welfare to Work initiative, and devolution of federal and state support for local government have major impact on our community's ability to remain competitive and vibrant. I have found no better resource for continued honing of our survival skills than our affiliation with CUED. There is no better mentoring, information referral and networking tool than this organization."

Don A. Holbrook, executive director, Red Wing Port Authority, Minnesota

In this new economy, smaller towns and cities can be very competitive economically. Using the wide range of economic development tools available, they can develop their business climates in effective ways. Towns like Fargo, North Dakota; Red Wing, Minnesota; and Newark, Ohio, have built proactively very competitive and strong economies by using their space intelligently and redeveloping their downtowns to meet the land use needs of the future. However, even smaller communities experience urban problems. Like larger cities, Fargo, Red Wing and Newark have a higher concentration of low income residents than their regional areas.

For these smaller communities, CUED is a crucial vehicle to help them maintain or improve their local economy. CUED has responded to the development of overall-urbanization by supporting communities of all sizes with the latest information on developing and revitalizing local economies. CUED helps small communities to strengthen their role in global competitiveness by providing them with assistance in developing economic development strategies and tools that emphasize business retention. CUED also helps them in creation of a business climate that allows businesses to respond innovatively to changing market needs. CUED provides its information and assistance through publications, on-site assistance, conferences, seminars and a clearinghouse.

As the borders between urban and rural areas become more fluid, the distinction between the two areas has become more obscured and less obvious. The distinguishing characteristics have largely disappeared. *Urban* stands for every area irrespective of size, characterized by non-agricultural activity, where social and economic life takes place. The term urban has experienced an enormous widening. It is no longer the attribute of only big cities, nor is it bound to a certain population size.

"The city of Farmers Branch, Texas, has a residential population of 24,250 and a daytime population of 85,000. Located in the heart of North Dallas, the city is home to 86 corporate headquarters and 2,600 companies within a 12.5 square mile area. As the city is among nuclei in an urban environment, economic development staff has attended and utilized materials from CUED seminars and annual meetings for several years. The "Retail at the Crossroads" conference recently held in Toronto is an example of the type of seminar that brought to the table some of the leading retailers in the United States. As we continually strive to bring quality retail to our city, primarily to support our growing daytime population, the information was useful and timely and will allow our planning and economic development staff to target specific retail in an informed and productive manner."

Norma J. Nichols, director of economic development, Farmers Branch, Texas

ingly to the suburbs and outlying areas. Local economic development professionals had been dealing with this problem throughout their cities not only in or near minority neighborhoods. Businesses seeking support for their decisions to leave the cities found an obvious reason in the violence and destruction of the riots.

On February 10, 1966, Ed deLuca, Baltimore's director of economic development, sent a letter to 20 large city mayors and their development chiefs inviting them to an initial meeting in Baltimore. The meeting succeeded in establishing a continuing relationship to work together in sharing information and techniques for improving the business climate of central cities. DeLuca's office financed and marketed the informal HUB Council during this startup period. Other meetings were held in Washington, Pittsburgh and Chicago.

The HUB Council was formally incorporated on April 20, 1967. The founding officers were deLuca, president; Ken Fry of Milwaukee, Paul Zimmerer of Chicago and Louis Thomson of Toledo, vice presidents; and Mel Roebuck, then with the Greater Cleveland Growth Association, treasurer. (For a more detailed history of this period, see Ronald C. Kysiak, "A History of CUED," *Commentary*, Vol. 15, No. 4, Winter 1992. This article marked CUED's 25th anniversary.)

The Council's original by-laws stated the first objective to be the establishment of an urban policy for economic development. Many cities in the 1960s still had a substantial manufacturing base which was reflected in the Council's primary reason for existence, dealing with the "industrial and commercial problems of the central cities, with a major emphasis on industrial development." Membership was restricted to cities with populations of over 250,000. This requirement was reduced over the next few years as smaller cities wanted to join. By 1969, 20 cities with populations of 100,000 had become HUB Council members.

The Council was getting started as the Johnson Administration, which had spawned a number of significant urban programs, including Model Cities and the anti-poverty program, was coming to a close. With the end of the Vietnam War nowhere in sight, the anti-war demonstrations and the riots in the cities, Johnson decided not to run for re-election in 1968. It appeared that the Republicans would come back into power with the election of Richard Nixon in the fall and be far less friendly to the cities since their constituency was based largely in the suburbs and outlying areas.

If the HUB Council was to become a lasting institution that could impact on urban policy it needed to secure a base of continuing financial support. Andy Bennett, an official of the Economic Development Administration, suggested to the Council leadership that the organization submit a proposal for funding. The proposal, drafted in October 1967, laid out an agenda of issues to address, including mass transportation, tax incentives, preservation of industrial



Vice President Hubert Humphrey chats with CUED conference attendees in the early years of the organization.

land, incubating new industries, manpower and "negro entrepreneurship." In 1968, EDA made a grant to the Council of \$151,530 over two years to provide technical assistance, information and research. With considerable difficulty, the Council was able to raise a match of \$1,200 from its members. The federal grant enabled the Council to hire its first executive director, John Johnson, who had been director of the Delaware League of Local Governments. His salary was \$17,500. The Council was housed in an office next to deLuca's in Baltimore.

EDA, which provided that first grant to the HUB Council, had been created by the Public Works and Economic Development Act (PWEDA) of 1965. EDA's original mission was to target federal funds on rural areas with the greatest economic distress as indicated by unemployment rates. CUED's history has been intertwined with EDA's since the initial grant. "Since 1967, CUED has been an eloquent proponent for public intervention in the development process," says Jack Corrigan, director of EDA's northeast region in Philadelphia. "Since EDA made its first grant to CUED we have been active partners in building professionalism in economic development ever since."

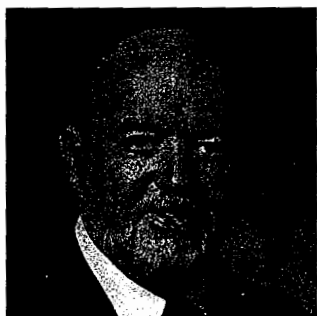
From HUB to CUED

As more cities and urbanized counties began to join, the leadership of the HUB Council changed the organization's name to better fit the wide range of new members. The HUB Council became the Council for Urban Economic Development (CUED) on December 16, 1971. When spoken, the acronym CUED comes out "Que-ed" which is how people have referred to the organization ever since. In that same year, 1971, Congress passed an amendment to EDA's



Ken Patton 1973-75

We actually wrote a national urban policy which became the Carter Administration's economic program when he came into office. We believed that the way to save cities was to rebuild the urban economies. We played a role in finally getting an amendment through which allowed EDA to work with urban areas. After Carter took over, some CUED staff people went to important posts at EDA and other agencies.



Tom Kelly 1975-78

We met with President Ford's nominee to head EDA. He was Vinegar Bend Mizell, a former major league ballplayer. He came from a rural background and didn't know a lot about cities. I told him it didn't make a difference if you were poor and out of a job in Hoboken or rural Georgia, it was the same thing. He became a strong supporter of CUED.

authorizing legislation, allowing the agency to fund projects in urban areas. "You have to understand that back in those days the term 'economic development' was widely interpreted to mean programs to help undeveloped areas which meant rural areas," recalls Ken Dobson, CUED vice president who was then a staff member. CUED's leadership and staff had worked with members of Congress seeking this important change to EDA's authority.

The leadership also decided to move CUED to Washington where it could become more directly involved in the deliberations over federal urban policy. CUED worked closely with existing organizations that were already major players in this arena. These were the National League of Cities (NLC) and the U.S. Conference of Mayors. CUED occupied office space and was afforded administrative services at NLC. The executive directors of NLC and the Mayor's Conference were members of the CUED board. Ken Fry, who had been Milwaukee's commissioner of city development, took over as executive director of CUED in November 1972.

The federal urban renewal program, which had been the major tool for redevelopment used by hundreds of cities since 1949, ended during the Nixon Administration. It was replaced in 1974 by a consolidation of programs into Community Development Block Grants (CDBGs). The Nixon Administration had advocated community development revenue sharing with "no strings attached" that would have given communities a wide degree of latitude in the use of the money. The block grant program that resulted from negotiations with Congress maintained an annual application and reporting process, established formula criteria to qualify communities and required communities to use the money to primarily benefit low- and moderate-income people and to eliminate blight.

In the midst of such changes, CUED started to hold a yearly conference in Washington providing a forum for high ranking federal officials, Congressional members and key staff as well as academics and other policymakers to speak. The first meeting in 1973 resulted in a \$20,000 profit. But CUED relied on EDA for nearly all of its funding. The annual EDA grants enabled CUED to produce technical reports, newsletters and case studies and to provide technical assistance to cities such as Detroit; St. Louis; Allentown, Pennsylvania; and Xenia, Ohio, which had been devastated by a tornado. CUED was already dealing with a wide range of economic development issues including creative financing, small business development, commercial revitalization and central business district renewal. "From the beginning, CUED was on the leading edge of wherever economic development was at the time," recalls Bernard Berkowitz, a longtime CUED board member and former director of the Baltimore Economic Development Corporation. "The organization never adhered to industrial development in the traditional sense but early on it saw the importance of business retention and of the linkages between universities and economic development and the needs for small busi-

ness incubators, the role of technology and other tools and techniques," Berkowitz says.

CUED changed executive directors for the second time in 1976. Jim Peterson, EDA's Midwest regional director and a former state legislator in Illinois, replaced Ken Fry. Peterson was named by a narrow margin as the board was divided over the selection. "Ken Fry was one of the founders of the organization who combined his past skills as a journalist with his knowledge of economic development gained in Milwaukee," Peterson recalls. "I remember he wrote a CUED supplement in the *New York Times* that began with the words from the song, *Downtown*: 'When you are alone and life is lonely you can always go downtown'."

CDBG would be the subject of CUED's first major research study on the need to integrate the new block grant program with new employment and training programs created by the Comprehensive Employment and Training Act (CETA). The following year, CUED received funding from HUD to undertake research into the role of local governments in economic development. The result was a book with 21 case studies which proved to be a seminal work for its time. The book, "Coordinated Urban Economic Development," made the case for economic development as a function of local governments working with the private sector. This work was begun under Fry and continued under Peterson.

By 1976, CUED had developed a strong reputation as a resource of expertise on urban economic development policy so that it was positioned to play an influential role during the transition period that ushered in the new Carter Administration. CUED was part of advisory groups working with HUD, EDA and the White House, meeting with the new secretaries of HUD and Commerce and the new president's key advisors on domestic and state and local policy, Stu Eisenstat and Jack Watson, according to Peterson. A measure of CUED's influence was the recruiting of CUED staff by Carter's EDA chief, Bob Hall. Three key CUED staff joined EDA within a few months after the new administration took office.

The Carter Administration set out to establish a national urban policy. HUD was the lead agency in developing the policy with Bob Embry, the assistant secretary for Community Planning and Development, heading the effort. The Department of Commerce, under Secretary Juanita Kreps, also played a major role. Larry Houstoun, special assistant to the secretary, was particularly active in promoting the concentration of economic development in central cities and in smaller industrial cities. The most significant initiative of the policy was the Urban Development Action Grant (UDAG) program which was created in 1978 and became the nation's primary urban development program for a decade. The goal of the UDAG program was to develop impact projects through public/private partnerships which had been a major theme of CUED since its beginning.

The Reagan Administration took office in 1981 calling for reductions in domestic spending and the elimination of EDA and other agencies, including the Small Business Administration. But federal tax policies generated significant development in the cities. Tax credits for investment in historic properties, part of the tax act of 1981, became a major tool of economic recovery in the early 1980s and led to numerous public/private partnership projects that restored and improved landmark railroad stations, hotels, office buildings and other structures while creating new urban spaces and opportunities for entertainment, retail and other uses. These tax credits worked well in concert with the UDAG program and were part of the financial packages of many UDAG projects. The tax advantages were severely reduced by the Tax Reform Act of 1986 which eliminated a number of private development incentives.

The survival of EDA was critically important to CUED and while EDA heads appointed by the administration worked to reduce federal involvement in economic development, CUED testified and worked with Congressional appropriations committees in support of continued annual funding.

Shifting Away from Government Dependency

1986 might be called a watershed year for CUED. Federal funding for economic development was shrinking: EDA struggled along with only maintenance grants and no hope for new initiatives; the new tax reform act cut back on revenue bonds and imposed sunset provisions on them. A lack of economic development activity began to be reflected in a loss of members to the organization. The CUED board held a retreat and decided to place more emphasis on becoming a membership organization that would be less dependent on federal grants for its survival. At the time, two-thirds of CUED's support came from the federal government but the organization was downsizing its staff as prospects dimmed for continued government support.

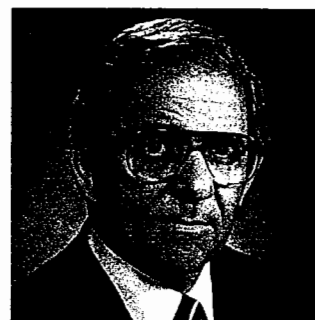
Jim Peterson left the executive director post that year to head up NCI Research at Northwestern University which undertakes basic research in economic development with a more long-term view and provides information to practitioners. "I'd like to think that the major achievement of the organization during my time was the establishment of CUED's strong publications, especially the *Commentary* quarterly magazine, which really became the forum for the national debate over economic development issues," Peterson says. "We were able to draw some important policy analysts like Peter Drucker and David Birch, and others to contribute articles to *Commentary*. For instance, David Birch's widely accepted findings about the role of small businesses in creating jobs were first published in *Commentary*," Peterson recalls.

The CUED board and officers, lead by the organization's new president, Tom Blanchard, executive director of the Greater Norfolk Partnership, hired Jeff Finkle to replace Peterson. Finkle brought two strengths to the organiza-

tion. First, he had been an official at HUD for over five years of the Reagan Administration and played an important role in the CDBG and UDAG programs. He also had a strong background and expertise in marketing. The new executive director adopted a tight policy on CUED expenditures to reduce costs and moved the organization into a strong marketing effort to promote its conferences as a source for new revenue. The next few years would see CUED's financial base shift to become far less reliant on government support.

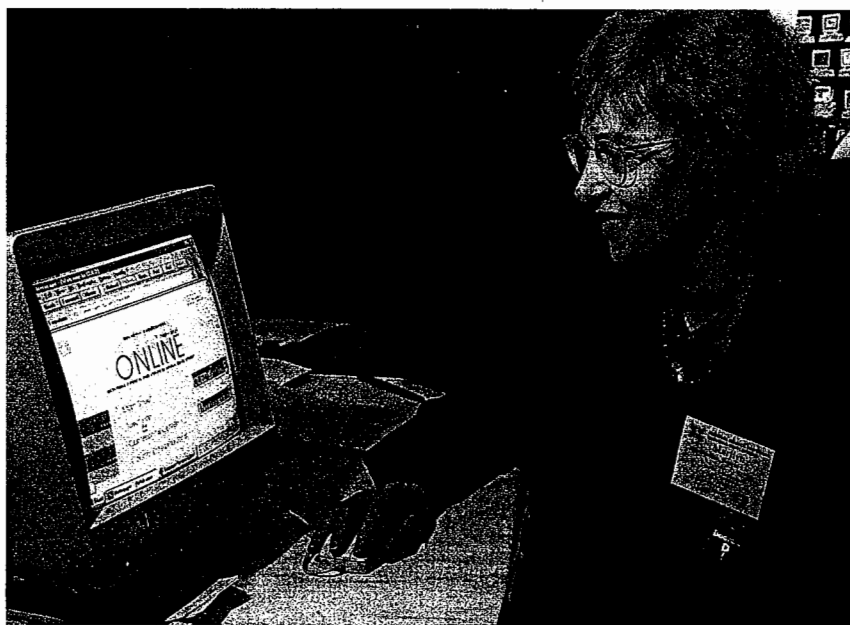
The Reagan Administration's major urban initiative was enterprise zones, which it advocated consistently through two terms. In contrast to UDAG, which provided grants to cities to undertake specific projects, enterprise zones would give tax breaks in designated zones to encourage businesses to locate in them. Though Congress never enacted an enterprise zone program with tax breaks during the eight years of the Reagan presidency, the administration's push led many states to create their own programs in anticipation of a federal program. Many of these targeted state tax incentives generated significant amounts of private investment and employment in economically distressed parts of cities. CUED through its conferences and workshops played an active role in promoting enterprise zones at both the state and federal levels.

The succeeding Bush Administration continued to support the termination of EDA, at least for the first two years. Under the aggressive leadership of HUD Secretary Jack Kemp, the administration also continued to press for an enterprise zone program. Funding for the UDAG program, which had been decreasing during the 1980s, was ended in



Walter D'Alessio 1978-80

The late 1970s was a time of innovation. There was an almost competitive situation between HUD and EDA as to who could deliver the best economic development programs to cities. CUED's greatest value in those days was that it was a meeting place, its members were always willing to share information on how to get things done.



CUED On Line. Past CUED President Marilyn Swartz Lloyd peruses CUED's home page on the Internet.



Ron Kysiak 1980-82

CUED went through a tough time in the early 1980s. Ronald Reagan was elected on a platform of reduced federal support for local economic development and—even more important to CUED—reduced support for public interest groups such as CUED. The board took on the tough question of whether to fight for EDA's continued existence and earn the enmity of the new administration or to try to work with the new team. After a heated debate, the board decided to work with Reagan's people, which was the right decision under the circumstances.

1988 by a budget agreement between the White House and Congress. During this period, CUED worked with HUD officials in an effort to amend the regulations governing the CDBG program, to make the program more useful as an economic development tool.

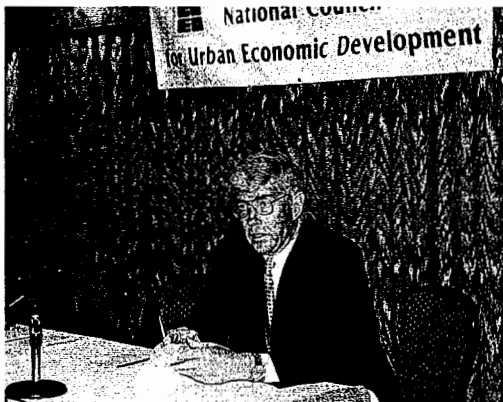
In spring 1992—the last year of the Bush Administration—the eyes of the nation were turned again to the economic distress of the inner city by a riot which broke out in south central Los Angeles. This civil disorder was reminiscent of the urban riots in the late 1960s when CUED was being created. The Los Angeles riot came two weeks after practitioners from 50 cities and nonprofit organizations had laid out an agenda for attacking the problems of economically distressed urban areas at an all-day session of CUED's federal policies working group during the 1992 annual conference. Ioanna Morfessis, CUED president 1992-94, noted that "federal resources exist that could potentially help cities to improve their economies and create jobs for their people. It would, however, require a dramatic reorganization to better coordinate these resources."

The CUED federal policies working group was formed in response to a request from Senator Don Riegle (D-MI), chairman of the Senate Banking Committee, who was also chairing a Senate task force on community and urban revitalization. The CUED committee developed a set of recommendations for action that could be taken directly by government or through government-private sector-nonprofit partnerships. These recommendations fell in all areas of

economic development and related programs. They were widely distributed to members of Congress and key staff, federal agencies and the White House. "As the Clinton Administration assumed office, CUED really re-established itself as a major force in federal policy," Morfessis said. "It was a time of renewed interest in economic development and CUED capitalized on this opportunity, achieving new momentum for its own development. In addition, we restructured membership categories and dues to bring in additional revenue and established the groundwork for CUED's educational and professional programs."

The Clinton Administration came into office in 1993 with a broad economic development agenda which embraced a number of positions on issues such as technology development, manufacturing technology, workforce training and community reinvestment. CUED's leadership and staff met with new heads of the departments and agencies and became very much involved with the National Economic Council in the White House, which was developing a new enterprise zone program. Work begun by the Bush Administration to develop an aggressive exporting policy was continued with the establishment of a national export strategy led by the Department of Commerce, the Export-Import Bank of the US and SBA. The administration also won enactment by Congress of the North American Free Trade Agreement (NAFTA) following up on the efforts of the Bush Administration.

CUED was very much involved in helping local and regional economic development agencies to develop exporting programs as a way to help area companies to find new markets for their products and services. Utility companies had a particular interest in the exporting potential of the companies located in their service areas. Under contract to the Edison Electric Institute (EEI), CUED prepared two books designed to help utility companies and firms in their



Henry Cisneros, HUD Secretary in the Clinton Administration, at a CUED Washington Summit (top left). Jack Kemp, Secretary of HUD in the Bush Administration, also has been a speaker at the organization's Summit (lower left). Above, the late Secretary of Commerce Ron Brown (second from left) with former CUED President John Claypool, Congressman Paul Kanjorski of Pennsylvania, EDA chief Philip Singerman and CUED Vice President Jan Burreson.

Important Events in Urban Economic Development During CUED's Lifetime

- 1974** HUD Community Development Block Grant program enacted from consolidation of urban renewal and several other categorical programs.
- 1976** Volkswagen becomes first foreign automaker to build plant in the US at New Stanton, Pennsylvania. VW later closed the plant in the 1980s and moved operation to Mexico.
- 1978** HUD Urban Development Action Grant program created. UDAG becomes nation's primary urban development program for the next ten years.
Community Reinvestment Act enacted requiring lending institutions to invest in communities from which they draw deposits.
- 1980** Riot in Liberty City area of Miami focuses attention again on economic distress of inner city neighborhoods.
Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) is enacted creating the Superfund program with standards for environmentally contaminated sites. Standards not only apply to sites on Superfund National Priority List but to thousands of others in cities across the country. Liabilities will create barriers to cleanup and redevelopment of these "brownfield" sites in cities.
- 1981** Honda becomes first Japanese automaker to build plant in the US at Marysville, Ohio. Others to follow during the 1980s are: Nissan, Smyrna, Tennessee (1984); Mazda-Ford, Detroit (1984); Mitsubishi-Chrysler, Bloomington, Illinois (1985); Toyota, Georgetown, Kentucky (1985); Fuji-Isuzu, Lafayette, Indiana (1986).
Reagan Administration establishes enterprise zone program as a major legislative goal.
Economic Recovery Tax Act enacted providing 25% credit for investment in substantial rehabilitation of historic properties. Historic rehabilitation tax credits proves to be important tool for urban redevelopment concentrating primarily on cities where most older buildings are located. In four years, private sector investment in 7,500 properties reaches \$5.4 billion in restoration of railroad stations, older hotels and many other historic buildings.
- 1982** Ben Franklin Partnership (BFP) Program launched in Pennsylvania to generate public/private investment in joint university/industry projects in technology development, commercialization and manufacturing processes. BFP and similar programs in Ohio, Indiana and Connecticut are among the early ones as many states begin to take initiatives toward building technology-driven economies. By 1994 all 50 states would offer at least one cooperative technology program.
- 1983** Job Training Partnership Act (JTPA) created replacing Comprehensive Employment and Training Act (CETA). New program emphasizes training to qualify lower income people for jobs that meet the workforce needs of companies.
- 1985** General Motors chooses site at Spring Hill, Tennessee, for Saturn plant after considering bids from 38 states in the "location event of the decade."
- 1987** Secretary of Commerce Malcolm Baldrige dies.
- 1988** Omnibus Trade and Competitiveness Act enacted. Creates National Institute of Standards and Technology with Manufacturing Technology Extension Partnership and Advanced Technology Programs. Also establishes Baldrige awards program for total quality management.
US-Canada Free Trade Agreement approved.
Funding for HUD's Urban Development Action Grant program ended by White House-Congressional budget agreement.
- 1989** Berlin Wall is torn down symbolizing end of the Cold War which will mean many military base closures and downsizing of defense-oriented industries.
- 1992** Bayerische Motoren Werke (BMW) chooses site near Spartanburg, SC, to locate corporation's first plant outside of Germany. State incentives total \$135 million.
- 1992** Kentucky enacts Kentucky Industrial Development Act (KIDA) and Kentucky Jobs Development Act (KJDA). Incentives give state favorable position as manufacturing location. Legislation draws response from neighboring states, Ohio and Indiana, which enact competing legislation.
- 1993** Mercedes Benz chooses site at Vance, Alabama, for utility vehicle plant. State incentives reported to total \$253.3 million.
Empowerment Zone/Enterprise Community program created as part of Omnibus Budget and Reconciliation Act.
North American Free Trade Agreement (NAFTA) approved making US, Canada and Mexico trading partners.
Ohio enacts Ohio Tax Credit Authority (OTCA) as part of state jobs initiative.
- 1994** Indiana enacts Economic Development for a Growing Economy (EDGE) program allowing companies to earn tax credits for creating jobs for Indiana residents.
- 1996** Secretary of Commerce Ron Brown and 34 others killed in plane crash in Bosnia.
- 1996** National Telecommunications Act enacted.



Jim Hankla 1982-84

As cities, we needed to become more self sufficient. I was really gung ho on asset management: cities had all kinds of properties which could be leveraged to provide sources of funding and new development. UDAG was not the answer. It was a subsidy but not market driven.



Gary Conley 1984-86

We knew we had a huge problem as an organization. We were losing members as federal funds dried up. It was plain that we were going to have to move toward becoming much more of a membership driven organization.

NAID

Since September 1996 CUED has managed the National Association of Installation Developers (NAID).



Christine Shingleton
NAID President

NAID was founded in 1976 and is today the nation's leading organization for bringing together communities, facilities, private investors and military base redevelopment professionals.

NAID is a membership organization that promotes community vitality and business opportunity through effective reuse of former military bases. Due to the end of the Cold War and the dramatic downsizing of a great number of military bases that have been chosen for closure, huge areas offer a wide variety of possible opportunities and uses for communities as well as for private investors. NAID assists the communities in finding ways to acquire and market these available sites. The bases are especially attractive to businesses, because they are able to reuse the existing buildings.

Members are public and private organizations and companies in the U.S., Canada and Europe that work together with federal and local governments, community leaders and private businesses. NAID members can cooperate on a range of special committees focusing on topics such as real estate, environment and realization of the new, profitable uses these facilities offer. Through a variety of services and publications, the organization offers its members the know-how to inform corporations throughout the world

of the many available opportunities to locate in NAID communities and the involved benefits, e.g. business incentives offered by the jurisdiction. NAID membership offers "inner circle" information exchange that allows insights into base reuse issues and solutions that are unavailable elsewhere.

The *NAID Membership Directory* is a nationwide listing that enables NAID's members to interact directly. NAIDNews, the monthly newsletter, provides members with information on community efforts, methods and practical experiences. *Technical Bulletins* inform on current base reuse topics. NAID also publishes at least one article in CUED's periodical *Commentary*. The organization also provides its members with technical assistance by NAID professional staff and technical consultants. A website is under development.

NAID's 1998 Annual Conference will take place in Denver, Colorado, August 8-11. It brings together members and experts from all over the world to share strategies, discuss experiences and examine the latest developments affecting the commercial development of former military installations. There are also periodical regional meetings and seminars on special targeted issues.

Through these services, NAID provides its members with the latest information on legislative issues, environmental concerns and opportunities for the exchange of experiences and best practices. The organization helps its members exploit opportunities for commercial, industrial and residential development created by base conversions.

For membership information please call (202)822-5256 or fax (202)822-8819.



Tom Blanchard 1986-88

In 1986-87 we made a major change in CUED's orientation away from federal program advocacy and more toward a market driven organization. We livened up the conferences and tried to respond more to what members wanted. Jeff Finkle's background in marketing helped a lot.

service areas to enter exporting. Together, the two guidebooks comprised an export manual that utility companies could use to establish exporting programs as part of their corporate growth strategies.

Legislation creating a national fund to support local community development financial institutions was enacted and new rules and regulations were promulgated for the Community Reinvestment Act. At a meeting with SBA's top officials, then CUED Vice President Don Iannone recommended to SBA that its loans and other assistance programs be targeted on enterprise zones and other distressed areas to help create "entrepreneurial climates" in them. The One-Stop Capital Shop initiative, later created by the administration, was an important step toward encouraging neighborhood-level entrepreneurship.

The Clinton Administration hired several CUED members for important posts. William Ginsberg left his job as president of the Science Park Development Corporation in New Haven to become head of the Economic Development Administration. He later became Chief of State under Secretary Ron Brown and was succeeded as EDA chief by Philip Singerman. Two former CUED board members were called to serve: Rodney Coleman as Assistant Secretary of

the Air Force for Manpower, Reserve Affairs, Installation and Environment; and Kirsten Moy as Director of Community Development Financial Institutions Fund the Treasury Department.

Early in the new administration, HUD Secretary He Cisneros told CUED leaders that the administration planned to put the "UD" back into HUD by creating some kind of new urban development program. The end of UDAGs in 1988 had left the nation without a program that could give cities a development thrust. Congress liberalized the Section 108 loan guarantee program and dramatically raised the limit available for borrowing against federal CDBG allocations to cities. The Administration also created a limited economic development initiative. This received only one-time funding, however, and was short-lived although some 60 cities won grants for projects that used Section 108 loans. CUED, working as part of a HUD funded consortium, developed a widely used manual for cities desiring to use the Section 108 guarantee program also produced a manual for using state enterprise programs.

A federal enterprise zone program was finally created in 1993 providing for six "empowerment zones" and 95 "e-

prise communities," the latter being a lower tier of zones with less federal support. CUED worked with federal officials in disseminating information about the new program and holding special workshops at its conferences. Over 500 cities competed for empowerment zone or enterprise community designations.

The 1994 election brought in the first Republican Congress in 40 years. CUED found its hands full in opposing an effort to decentralize the federal economic development function into several regional, multi-state commissions. While another economic development organization acquiesced in going along with the plan, CUED was adamant in defending the principle of a strong federal role in economic development as represented by a central EDA in Washington. Another proposal would have shrunk EDA into a smaller unit to be placed in SBA or the Department of Agriculture. EDA survived these proposals and the agency appears to be safe for the foreseeable future.

Market Forces and Economic Development Practice

While CUED worked continually over the years to support federal programs for economic development, the organization's agenda has also been focused on helping local and regional practitioners to develop strategies for coping with market forces that impact on their economies. The location decisions of companies, organizations and government agencies after all affect job creation and retention. Since the 1970s, other factors came into play: global competitiveness, which brought foreign competition into U.S. markets and opened new markets for American companies of all sizes; the emergence of technology and its availability; and the changing nature of work and its implications for the skill needs of companies. Another factor was the increasing diversity of the population, which was placing greater reliance on minorities, traditionally disadvantaged people and women as workers and as creators and managers of businesses. The end of the Cold War at the end of 1980s was another factor as it would mean the closing of more military installations and the downsizing of industries that were dependent, directly or indirectly, on defense contracts. All of these factors were influencing economic development activities in communities across the country.

In the 1990s, CUED was very sensitive to how these forces were broadening the scope of economic development responsibilities. CUED gauged the thinking of local and regional practitioners at an all-day meeting in Chicago in September 1992 in which presenters on each of these issues gained feedback from members and other knowledgeable and expert practitioners. The result was a 1993 report, *Forces in the New Economy*, which presented a new enlightened look at economic development practice and redefined it in the light of changes that many practitioners may not have been aware of at the time. The report called for a more holistic approach to economic development in which practitioners could manage change in an entrepreneurial way by developing a set of institutional relationships and

partnerships. Economic development was recognized not as a single discipline but as a multidisciplinary orchestration that requires greater skills in persuasion and coordination.

In the global marketplace, local and regional economies were becoming more dependent on creating and expanding companies with products and services that were competitive in national and international markets. Economic development agencies and allied organizations faced the need to better deliver services to client companies. To better achieve service delivery systems, economic development organizations in some areas began to move into collaborative arrangements with other private and public specialty organizations. "Seamless" customer driven systems were being developed to better deliver services in exporting, technology development and application, workforce training, capital access and other specialties.

CUED was at the forefront in following this evolution and held a series of practitioner exchanges in six metropolitan areas where these systems were evident in exporting and technology: Buffalo, Houston, Louisville, Philadelphia, San Diego and Tucson. CUED issued a report on these exchanges and how local economic development was being "re-engineered." At the same time, the role of private sector companies in economic development strategies was recognized in activities like clustering along sectoral lines and mutually supportive networks of small companies. In many places, technology, exporting and networks were part of strategies to transition from defense-dependent economies.

If economic development and allied organizations were to improve their delivery systems, how could they measure their performance, identify strengths and weaknesses and be sure they were making the best use of their budgets, time and energy? Since the early 1980s, many businesses in private sector competition had instituted systems for measuring performance and setting benchmarks to measure progress. CUED, in collaboration with Deloitte & Touche Fantus Consulting, initiated an investigation of benchmarking practices in various kinds of economic development and related organizations. The first report, published in 1996, covered benchmarking in several areas: business attraction, business retention and expansion, technology transfer, business incubators and research parks, downtown development and export assistance. Another report on the benchmarking of other activities is planned for publication later this year.

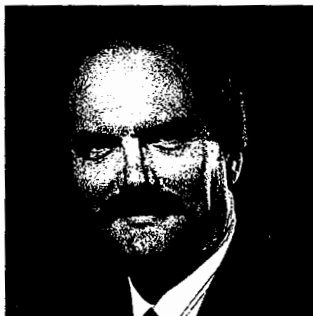
The Incentives Issue

Many states and cities had responded to market forces by using various government incentives to attract or retain companies and jobs. CUED had been concerned with incentives since the 1970s when competition among states and cities began to escalate. The issue gained much wider attention during the 1980s when state governments actively sought the location of plants by foreign companies. All the major Japanese automakers established plants in the U.S. during the decade as states, regions and localities competed for them as well as for domestic companies. The most



**Marilyn Swartz-Lloyd
1988-90**

We had grown up with CUED's policy orientation but had to spend most of our time on marketing and conferences to generate operating revenue. The days were over when federal grants allowed us to evaluate policy issues without risking financial difficulty. We thought policy but did business. CUED presidents are chosen because they are excited about ideas and the possibility of turning them into action. The board believed we should play a role in making the world a better place.



Victor Grgas 1990-92
CUED continued a high level of services to the members despite shrinking resources. We focused on the cutting edge of development issues and brought them to the forefront in our publications, conferences and technical reports in advance of anyone else. CUED will always have a strong role in communicating information needed by its members to do their jobs in a more professional manner.

publicized competition was for the General Motors Saturn plant which involved bids from 38 states. In the Nineties, the problem became more intense with large incentive packages given to Mercedes Benz by Alabama and to Cofasco Steel by Kentucky. Incentives, which had been a marginal factor or a "tie breaker" in corporate locational decisions, were becoming a major factor as some companies distributed a list of required incentives before seriously considering a location. In 1993, CUED established an incentives task force which developed a set of resolutions. These were followed by the publication of a CUED report, *Incentives: A Guide to an Effective and Equitable Policy*, which recommended 15 policy principles along with case studies of effective state and local policies. The report called for the installation of systems for analyzing the fiscal impact, costs and benefit of projects; for calculating the return on the public investment; and for establishing benchmarks to measure the company's progress toward meeting agreed upon objectives.

CUED's research and evaluation programs have recently been examining the use of performance based incentives in a number of states and how these states are monitoring their effects. As part of a two-year study for the State of Ohio, CUED is surveying incentive practices in Ohio and ten other states to evaluate the benchmarking of incentives and techniques for monitoring their impacts. Also in Ohio, CUED is evaluating the use of government funds as economic development incentives as practiced by Montgomery County with its Economic Development/Government Equity (ED/GE) program. CUED is assessing how successful the program has been in achieving results in jobs creation and tax revenue generated.

Impacts of Defense Downsizing

The closing of military installations impacted on a growing number of communities and regions, many of which were represented in the CUED membership. How bases could be conveyed expeditiously into the hands of local authorities and be used successfully for economic development became the subject of workshops at CUED conferences. CUED worked closely with the Office of Economic Adjustment in the Department of Defense organizing a conference of state, regional and local agencies dealing with base conversions and transition programs for defense-oriented economies. In 1995, CUED published a well-received best practices guide to successful strategies and programs with 20 articles contributed by 26 practitioners and other experts on defense conversion and diversification. In 1996, CUED entered into an alliance with the National Association of Installation Developers (NAID) in which CUED provides management and administrative staff time, organizes conferences and publishes NAID's monthly newsletter.

"The strategic alliance we have formed with CUED works well for us because this relationship enables communities that are faced with the closing of bases to achieve a seamless transition from the period during which

the base passes through the federal property disposal stage to the next phase when it becomes a traditional economic development project," says Brad Arvin, former NAID president. "Our expertise at NAID is working through the cumbersome, convoluted, time-consuming disposal process. The CUED assistance, with the advice, seminars and publications it provides, puts communities in a position to move smoothly into the economic development phase."

The closing of federal installations was not limited to the military. The Department of Energy targeted 22 of its national laboratories and other facilities for downsizing and contracted with CUED in 1995 to provide technical assistance to ten of the affected communities. The economies of these communities had been dependent on DOE facilities as major employers for two generations. CUED teams sent to the sites work with local community reuse organizations to address issues such as workforce training, business attraction, new business development and expansion. CUED is also examining organizational structures, environmental cleanup implications and specific community issues.

Since the start of the 1980s, many states and regions had developed programs to position themselves to attract and grow technology-oriented companies and provide a technology base for their economies. During the decade, several federal laws were enacted to enhance the development, commercialization and application of technology aimed at improving the nation's competitive position. These laws provided incentives for researchers in federally-funded projects at universities and in federal laboratories to commercialize technologies through cooperative agreements with industry. The Omnibus Trade and Competitiveness Act of 1988 created the National Institute for Standards and Technology (NIST) with the Advanced Technology Program, Manufacturing Extension Partnerships and awards to individual firms for total quality management. This legislation reflected the efforts of a number of states that encouraged technology commercialization through university-industry projects and the application of technology in manufacturing and small- to medium-sized companies. Pennsylvania's Ben Franklin Partnership Program, Ohio's Thomas Edison Program and Connecticut's Product Development Corporation were leading examples. By 1994, all states offered at least one technology cooperative program.

CUED, through its conferences, research and publications, has worked continually to inform and educate its members on technology issues. Just recently, CUED entered into a contract with the Association of University Related Research Parks (AURRP) to provide administrative services to that organization, planning its conferences and publishing its newsletter. AURRP is an association of university research parks in the US and in other nations which plays an important role in promoting university-industry alliances that build technology-driven economies. Jim Roberson, AURRP president, says: "CUED offers AURRP the benefit of its well established and well con-

AURRP

Since September 1, 1997, CUED now manages the Association of University Related Research Parks, (AURRP), a non-profit international organization founded in 1986.



James O. Roberson
AURRP President

AURRP seeks to achieve technology-based economic development by promoting university research parks and technology incubators and strengthening university-industry relations. AURRP's mission is to expedite innovation and to support the transfer of technology

from institutions of higher learning to the private sector. AURRP members are university, governmental, nonprofit, private organizations and individuals around the world that have a declared interest in the creation or promotion of research or science parks, technology incubators or technology programs. AURRP represents 75 percent of the research parks in North America and many others in 31 countries worldwide.

AURRP offers its members seminars and meetings that bring together research park officials and other experts from around the world to exchange expertise and experiences. Special sessions address the needs of those now embarking on park or incubator planning. AURRP provides members with expertise on research park organization, technology commercialization, university-industry relations, technology incubators, infrastructure financing, seed capital, joint ventures, international marketing, real estate development, government relations, management issues, feasibility studies, site planning and construction.

The organization provides access to a variety of informational services. AURRP's Membership Directory



allows the members to contact research park experts directly and its library, the largest in the world on research parks, contains books, periodicals, newsletters, newspapers and magazine articles, documents and press releases. BATORLINK, an electronic networking and data base system, and AURRP's Homepage (<http://www.siu.edu/AURRP/>) on the Internet provide the members with information on research parks, technology incubators and related issues.

The bi-monthly newsletter, *The Research Park Forum*, keeps members current of developments in the research park industry by providing feature articles, park news, research park statistics, upcoming conference/seminar announcements, association and member news. AURRP also publishes the unique *Worldwide Research Park Directory*, which lists statistical information on over 410 research parks worldwide. This information includes acreage, number of buildings, building square footage, number of companies and employees and was recently rated by 98 percent of AURRP members as extremely useful. The organization also offers the AURRP Consultant Listing providing members and nonmembers with available consultants on development of research parks. The AURRP Annual International Conference takes place at alternating locations. In connection with the Annual Conference AURRP organizes site-visits to active parks and incubators to learn how they are constructed, implemented and managed. Conferences have been held in Monterey, California (1997), Philadelphia, Pennsylvania (1996) and Scottsdale, Arizona (1995). The next Annual Conference is planned for May 22-23, 1998, in Baton Rouge, Louisiana.

For more information call (202) 828-4167 or fax (202) 223-4745 or (202) 822-8819 or e-mail aurrep@urbandevelopment.com.



Ioanna Morfessis 1992-94
In the 1990's CUED reestablished itself as a major force in federal policy. It was a time of renewed interest in economic development and CUED capitalized on this opportunity, achieving a new momentum for its own development. As a result, CUED's financial posture was substantially strengthened. In addition, we restructured membership categories and dues to bring in additional revenue and established the groundwork for CUED's educational and professional programs



AURRP President James Roberson and CUED President April Young sign contractual agreement by which CUED will provide administrative services, conference planning and newsletter publishing for AURRP.



John Claypool 1994-96
During the nineties, CUED grew into a strong member services organization and emerged as the best representative of the profession in Washington. The organization built a strong portfolio of member services and regional alliances. Economic development continues to be the most important issue facing America's cities and CUED has expanded its capability to meet these needs and to satisfy the ever broadening knowledge and skill requirements of today's economic development professional.

nected organization including office support people, marketers, international outreach, conference planning services and a person to research and write our newsletters." CUED's Washington location and its congressional monitoring provides a better information path to AURRP members, Roberson adds. CUED began providing the services to AURRP in September 1997.

CUED's research and evaluation program recently undertook an assessment of the climate in Virginia for the potential growth of high technology firms comparing key aspects of the state's business climate with those in other states. The project, done for the Virginia Chamber of Commerce, involved an analysis of capital access, workforce development, technology transfer, technical assistance and climate factors in eight states. The study looked at the incentives offered and how they impacted.

Technical Assistance

CUED's on-site, peer-to-peer Technical Advisory Service continues to be one of its most popular and critically important services. Since CUED's early days, numerous members of the organization and the board of directors have served on teams traveling to communities to offer advice on every conceivable economic development problem or issue. Many members have also been on the receiving end of this service. A CUED team recently assisted the Philadelphia suburban community of Lower Merion Township, analyzing the issues facing 33 commercial areas in six districts of the Township. The team identified the needs of the districts for parking, streetscape improvements, retail mix and zoning and made recommendations on the best practices, techniques and initiatives to address the needs. Another CUED team assisted Charlotte, North Carolina, in developing a strategy to revitalize the North Tryon Street business corridor. Migration of businesses to more suburban locations left the corridor with substantial vacant space. The team recommended approaches including a high impact project, coordination of real estate information and redevelopment and retention of businesses in the corridor.

CUED provides this service to communities, metropolitan areas, states and organizations on a fee basis. Technical advisory services have also been provided by CUED under contracts with federal agencies such as EDA, HUD, DOT and DoD and more recently DOE.

International Information Sharing

The competition from abroad had made CUED increasingly aware of advances being made by other countries with economic development initiatives. Small business networks in Italy, workforce training programs in Germany and Japan, micro-enterprise loan programs in Third World countries, the role of research parks and technology, and urban revitalization in the United Kingdom were among the many initiatives that drew CUED's attention. To keep its members and other interested parties informed, CUED in 1987 took over the publication of a bimonthly newsletter, *Economic Development Abroad*, in cooperation with the

Academy for State and Local Government. Over the past ten years, *ED Abroad* has followed initiatives in other countries and has a list of subscribers that goes far beyond CUED's membership. *ED Abroad* has focused on issues such as technology transfer, immigration as a factor in economic development, ISO 9000 standards and total quality management, small business networks, exporting, tourism, workforce training and defense conversion.

CUED has made considerable progress in facilitating the international exchange of information. In 1990, an all-day forum, "Exchanging Ideas Around the Globe," was held with the support of EDA. CUED has since maintained contact with colleagues in Canada, the United Kingdom, Scotland, Australia, New Zealand, Japan and the European Union who have participated in CUED conferences. In 1995, CUED announced the creation of the International Network of Economic Developers (INED), representing 17 nations from North America, Europe and the Asia-Pacific Rim. CUED is a charter member of INED along with the Economic Developers Association of Canada (EDAC), the European Association of Development Agencies (EURADA) and the Australia-New Zealand section of the Regional Science Association. INED represents an agreement of the participating organizations to work together on various means of sharing information on the practice of economic development. Just recently, CUED, in partnership with EDAC and EURADA, participated in a conference in Brussels on programs of the member countries of the Organization for Economic Cooperation and Development (OECD). CUED is a member of OECD's Local Enterprise and Economic Development (LEED) program. Following the Brussels conference, CUED members took a fact-finding tour of urban areas in five German cities with the support of a grant from the German-Marshall Fund.

CUED Conferences

In 1993, the CUED board decided to take the organization's annual conference "on the road." While CUED had always run issue specific conferences in various cities around the country, the annual conference had always been a Washington event and tied to CUED's role in national policy and its relationships with the White House, the federal agencies and the Congress. The first annual conference outside of Washington was held in Philadelphia in 1994 followed by Dallas in 1995 and Cleveland in 1996. The conference, held in the early fall, moved to Miami this year and goes to San Diego in 1998. Speakers at CUED annual conferences have included Patrick Parker, chairman of Parker Hannifin Corporation; Ross Perot, Jr., chairman of The Alliance Group; Robert Stempel, president and chief operating officer of General Motors; Richard Smoot, president and chief executive officer of PNC Bank, Philadelphia; and Pat Choate, a former CUED board member who was a candidate for Vice President of the United States on the Perot ticket.

Beginning in 1995, CUED began to hold an annual national summit in Washington. The summit brings mem-

Former CUED Staffers Where Are They Now?

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Cathy Frasunek, Administrative Director, NCI Research, Chicago, Illinois
Miles Friedman, Executive Director, National Association of State Development Agencies, Washington, DC
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Alan Gregerman, Principal, Ventureworks, Silver Spring, Maryland

Lucy Wells Hausner, Director, Policy and Legislative Analysis, National Alliance of Business, Washington, D.C.
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Jacques Koppel, President, Minnesota Technology, Inc., Minneapolis
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Kay Meinel Upham, Senior Writer/Editor, MITRE Corporation, Bedford, Massachusetts
Wayne Welch, Editor, Community Development Publications, Silver Spring, Maryland



April Young 1996-98
Professional credentials have become critically important. When an agency or organization hires someone for an economic development position it has to have confidence that the individual is bringing a commonly understood core set of tools to bear on the problems and issues to be dealt with. CUED, through its courses and the other information it makes available, is improving the core education of economic developers.

bers and other interested practitioners to the nation's capital to attend sessions with federal officials, members of Congress and key Congressional staff. The first two summits were held in the fall but it became clear that the views of CUED members and others attending would have greater impact on the annual legislative agenda and budget deliberations if the summit was held early in the session. The summit was moved to spring and has become a popular annual event for the organization. In addition to government officials and members of Congress, speakers have included Jeffrey Cunningham, publisher of *Forbes* magazine and Jerry Jasinowski, president of the National Association of Manufacturers.

These changes in CUED's conference scheduling were part of a new aggressive policy to build the organization's revenues. The annual winter conference held every January in Scottsdale, Arizona, was focused on the development of sports stadiums and entertainment facilities. Speakers at Scottsdale have included the owners of major league sports franchises such as: Jerry Coangelo, president

and CEO of the Phoenix Suns and Arizona Diamondbacks; John McHale Jr., president and CEO of the Detroit Tigers; Jerry Reinsdorf, president of the Chicago Bulls and Chicago White Sox; and George Shinn, owner of the Charlotte Hornets. The conference, "If You Build It, Will They Come?," drew record attendances in 1995 and 1996. The effort of the past two years doubled CUED's conference revenues and placed the organization in a position where 80 percent of its support came from non-federal resources.

Conclusion

CUED is entering its fourth decade on a strong footing with a more widespread appeal than ever before. In the early years of its existence, CUED made an important impact in helping cities to initiate public, private and non-profit programs to help themselves. Since then, it has developed a wider range of services to build the economic development profession with the tools and techniques it will need to deal with the issues of the 21st century