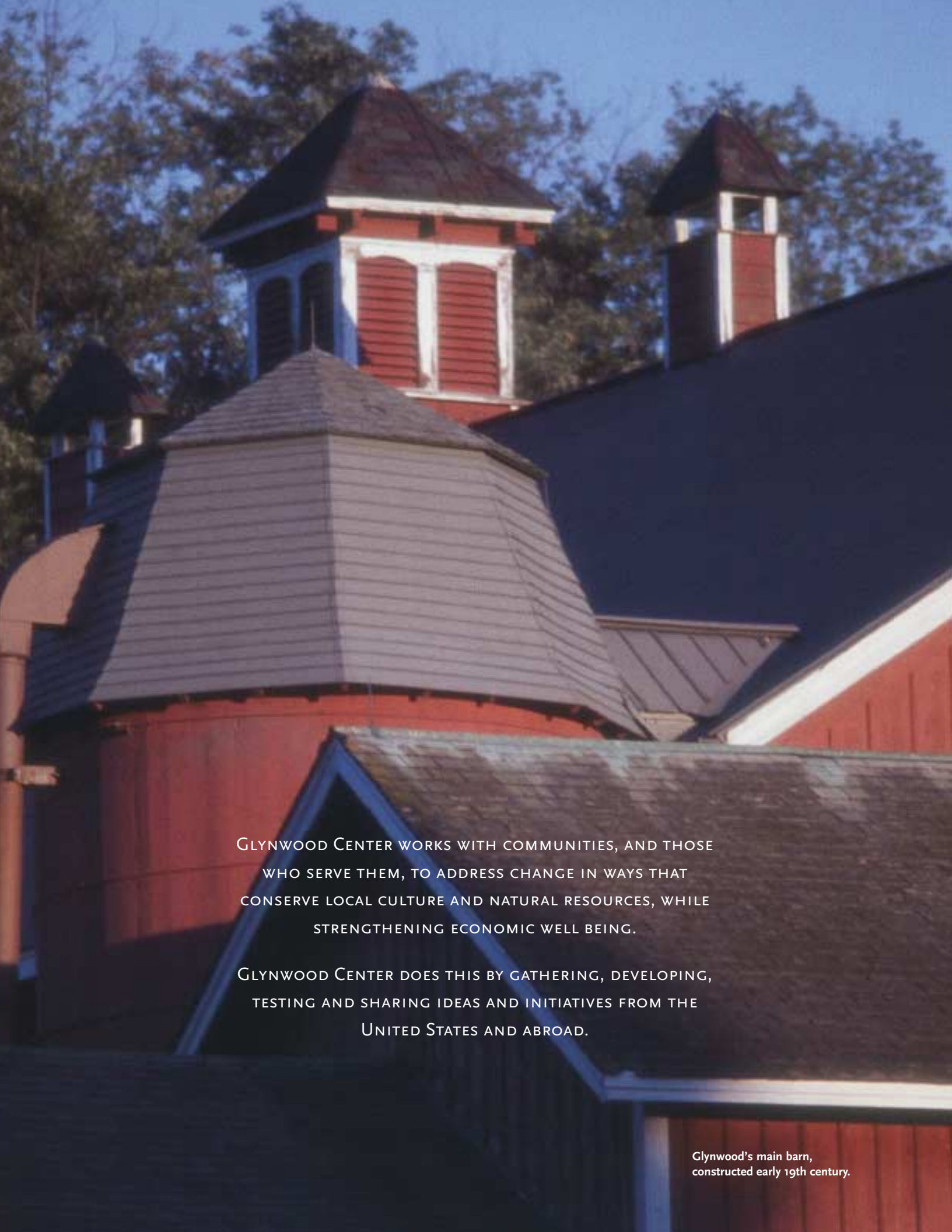


GLYNWOOD CENTER  
YEAR IN REVIEW 2003





GLYNWOOD CENTER WORKS WITH COMMUNITIES, AND THOSE WHO SERVE THEM, TO ADDRESS CHANGE IN WAYS THAT CONSERVE LOCAL CULTURE AND NATURAL RESOURCES, WHILE STRENGTHENING ECONOMIC WELL BEING.

GLYNWOOD CENTER DOES THIS BY GATHERING, DEVELOPING, TESTING AND SHARING IDEAS AND INITIATIVES FROM THE UNITED STATES AND ABROAD.

Glynwood's main barn,  
constructed early 19th century.

## MESSAGE FROM THE CHAIRMAN & PRESIDENT

Dear Friends and Colleagues:

"You are what you eat." This old saying has come back to us with renewed vigor and meaning. We now know that the quality of the food we eat affects our personal health in ways we could barely have imagined a few short years ago. Our choice of what food to eat—how we spend our food dollars—has taken on far more than economic and nutritional significance. We are just beginning to understand the extent to which what we eat impacts the quality of life in our communities and our environment.

The small and mid-size farmers who are often the best stewards of our countryside are undermined by national policies that favor commodity production. The communities with which Glynwood works would like to help their local farmers stay in business, yet, in the face of these national and even international forces, they doubt that they can.

Glynwood has accepted this challenge. As part of *helping communities take charge of their future*, we launched an Agricultural Initiative in 2003. "Connecting Communities, Farmers and Food" will be the major focus of our programmatic work for the next several years.

Through this initiative, Glynwood is using its core programs to help communities sustain small and mid-size farmers and the many public benefits they provide: vital rural landscapes, strong communities, a high quality environment and access to healthful food.

Working at the local, regional and national levels—and drawing ideas from across the country and around the world—Glynwood is demonstrating that communities can take effective action to support local farmers in the face of sprawling development.

While you read about what we accomplished during 2003, we urge you to consider how you could put Glynwood's ideas to work in your community. And let us hear from you. Your input and support will be greatly appreciated as we tackle the many challenges ahead.



Henry A. Jordan, M.D.  
Chairman



Judith M. LaBelle, Esq.  
President

# ON THE NATIONAL FRONT

## GLYNWOOD HARVEST AWARDS

Many people believe that little is being—or can be—done at the community level to ensure our continuing access to fresh, healthful, local food. To help counter that belief, Glynwood created the Glynwood Harvest Awards to showcase individuals and organizations that are leading the way to re-establishing, reinforcing, or re-inventing connections with local agriculture in their regions and beyond.

After a national call for nominations, and a challenging selection process, Glynwood held a ceremony on October 27th in Manhattan to honor the winners. The distinguished presenters that day included philanthropist Henry A. Jordan, M.D., (Glynwood's Chairman, whose early career as a physician focused on obesity and eating disorders); Dan Barber, chef and owner of Blue Hill Restaurant in New York City, which features regional food; and author, nutritionist, gardener, and visionary, Joan Dye Gussow, Ph.D. Achievement and excellence were recognized in three categories:



At the Harvest Awards Ceremony—Front row: Nora Pouillon, Ruth Katz, Susan Rogowski, Judith LaBelle, Joan Gussow, Lillian Rogowski, Moie Crawford, Jim Crawford, Bill Niman and Paul Willis. Back row: Henry Jordan, Mike Rogowski, Cheryl Rogowski and Dan Barber.

### GLYNWOOD HARVEST CONNECTING COMMUNITIES, FARMERS AND FOOD AWARD

Just Food, New York, NY and the Rogowski Family Farm, Pine Island, NY

Just Food connects New York City neighborhoods, including low-income ones, to regional farmers through community-supported agriculture (CSA).

The Rogowski Family Farm provides the Williamsburg, Brooklyn neighborhood CSA with produce used in traditional Hispanic dishes and vegetables not previously grown in this region of the country.

### GLYNWOOD HARVEST GOOD NEIGHBOR AWARD

Bill Niman and Paul Willis, Niman Ranch, Oakland, CA and Thornton, IA

Niman Ranch markets and distributes products from more than 400 ranchers and farmers who practice humane animal husbandry and environmentally responsible agriculture, and has become the country's most respected natural meat company.

### GLYNWOOD HARVEST FARMER AWARD

Jim and Moie Crawford, New Morning Farm, Hustontown, PA

With innovative financing, direct marketing and production techniques, and in conjunction with the Tuscarora Organic Co-Op that Jim helped found, New Morning Farm has become a leading model of small-scale organic farming.

## THE NATIONAL NETWORK

Since 2002, Glynwood has partnered with the Leopold Center for Sustainable Agriculture to coordinate a network of national sustainable agriculture organizations. With media relations as the primary focus in 2003, the Network welcomed journalist Michael Pollan—author of *Second Nature*—to a convening at Glynwood in July. Among friends from the media was Jane Daniels Lear, Senior Editor of *Gourmet* magazine.



Michael Pollan at the July media convening.

# CLOSE TO HOME

## STRENGTHENING THE REGIONAL FOOD SYSTEM IN THE HUDSON VALLEY

Early in the year, Glynwood began exploring how the regional food system (the connections between producers, distributors and consumers) in the Hudson Valley could be strengthened. Meetings convened around this vision with farmers, chefs, local officials, other nonprofits and government agencies from the region revealed several critical gaps in the existing food system, which Glynwood has begun to address.



Angus calf at Glynwood.

### THE STATE OF AGRICULTURE IN THE VALLEY

The lack of accurate and up-to-date information about the state of agriculture in the Hudson Valley makes it easy for decision-makers in both the public and private sectors to overlook its importance to the Valley's economy. Glynwood staff combed several disparate sources of information to develop new insights and perspectives that will be further refined when the most recent U.S. Agricultural Census data is released in 2004.

### THE NEED TO CREATE A REGIONAL IDENTITY FOR AGRICULTURE IN THE HUDSON VALLEY

As part of an ongoing effort, Glynwood convened meetings to explore the need to create a regional identity or brand for the Valley.

- *Could the Hudson be the Next Napa?* In February, Glynwood partnered with Minetta Brook, a New York City arts organization, to discuss how to better promote the Hudson Valley for its high quality agricultural products and beautiful natural landscapes. Participants identified several needs, including strong political leadership; "patient" capital investment; better marketing strategies; improved viticultural practices; and education of communities and farmers.
- *Exploration of regional branding programs.* In July, Glynwood partnered with Dutchess County Cooperative Extension and the Hudson Valley Agricultural Partnership to host Mark Lattanzi of Community Involved in Supporting Agriculture. Mark spoke about the "Be a Local Hero" program, which successfully promotes local farm products in Massachusetts' Pioneer Valley. In December, Tim Bowser of FoodRoutes Network came to Glynwood to discuss branding initiatives undertaken in ten regions across the country.

### RECREATING THE MEAT PROCESSING INFRASTRUCTURE

A Glynwood convening with members of the Hudson Mohawk Resource Conservation and Development Council helped jump-start a feasibility study on ways to increase the processing capacity for livestock in the Valley. Local farmers consistently cite this issue as one of their highest priorities. The current lack of processing capacity limits their marketing options and threatens the future of livestock production in the Valley.



# ON THE GROUND

## COUNTRYSIDE EXCHANGE

For more than a decade, Glynwood has been using the Countryside Exchange to bring together international teams of professionals who volunteer to work with local communities on issues of particular concern relating to the interface between cultural and natural resources and economic development. Since 1987, more than 110 communities in the United States, the United Kingdom, Ireland, Canada, Japan and the Netherlands have hosted more than 800 international professionals through the Countryside Exchange program. Thousands of community residents have participated on the Local Organizing Committees that work with Glynwood staff (or our U.K. counterparts) to plan the Exchange week and the implementation activity that follows.

## IN COMMUNITY AFTER COMMUNITY, THE EXCHANGE HAS ALTERED THE COURSE OF LOCAL DEVELOPMENT FOR THE BETTER.

In community after community, the Exchange has altered the course of local development for the better. Whether it was the revitalization of a downtown, the preservation of historic character, the conservation of open and public space, or the commitment to protecting the agricultural base, the new working relationships and leadership generated by the Exchange process have provided new focus and energy for communities committed to enhancing their quality of life. As a result, Glynwood knows that, with the right kind of assistance, communities can and will take charge of their future.



Team members and community participants hard at work planning for the future in the Catskills, Agri-tourism and Colonie Exchanges.

### CHESTER COUNTY, PENNSYLVANIA

Over the course of 2003, Glynwood continued to support the implementation strategies designed by the four 2002 Exchange communities of Chester County, Pennsylvania. In February, Glynwood conducted a training program on organizational development and implementation strategies to help these communities act on the recommendations generated from the Glynwood Exchanges.

And act they did. The reports continue to flow back to Glynwood on the tremendous progress being made in Chester County. Each of these communities has identified small business development, multi-municipal planning and open space referendums as key strategies for shaping future development. The fact that three of the four Chester County Exchange communities are comprised of multiple jurisdictions working on comprehensive planning issues is in itself a tremendous success. These processes are long term, and will have a lasting and positive impact on the future of metropolitan Philadelphia.

During 2003 Glynwood focused the Countryside Exchange program on New York State, with three Exchanges selected to explore different types of local agricultural issues, and a fourth on waterfront revitalization. Glynwood will continue to support these communities in 2004 as they work toward implementing the recommendations generated by the Exchange process.

You can read the full reports from the following Exchanges online at [www.glynwood.org](http://www.glynwood.org).

#### AGRI-TOURISM IN THE HUDSON VALLEY

Glynwood's first 2003 Exchange, held in March, addressed the potential for using agri-tourism as a form of economic diversification for farmers throughout the Hudson River Valley. The team's recommendations stressed the need to consider agri-tourism as part of an overall regional "countryside tourism" strategy, which would give tourists several reasons to visit the Valley – and support its agricultural activity – throughout the year. The need for a stronger identity for agricultural products from the Valley was also stressed in the team's final report.

#### THE CATSKILLS

Farming is still a dominant activity in the Catskills, but the distance from large urban markets hinders the advancement of the local farming economy. The Exchange focused on protecting the agricultural land base, creating processing and distribution networks, diversifying farm incomes through agri-tourism, and creating a series of marketing initiatives that take advantage of the unique character of the Catskills region.

#### THE TOWN OF GOSHEN

The Town of Goshen's sprawling residential development is threatening to derail its farm economy. With new Interstates proposed and large-scale housing and commercial developments planned throughout Orange County, the Exchange team discovered that Goshen, the County's geographic center, is on the verge of losing its agricultural base. The Exchange's recommendations dealt with the issues of land use, farmer and newcomer relations, and continued agricultural diversification, including opportunities for value-added products.

#### COLONIE

This Exchange focused on the redevelopment of the waterfront in Colonie, New York, where the Mohawk River enters the Hudson. Known as the Mohawk River Revitalization Exchange, and sponsored by the New York State Department of State, this project demonstrated once again the power of the Exchange to energize a community. The revitalization of Colonie's Mohawk River waterfront will preserve open spaces and reconnect people to the renewed beauty of the place.

#### THE U.K.

Five U.K. Exchanges were conducted in Walton-on-the-Naze, Haltwhistle, Todmorden, Upper Weardale and Rathlin in Northern Ireland. Glynwood recruited professionals from the U.S. to volunteer as team members for these Exchanges.



#### **MAGGIE VINCEGUERRA**

*Glynwood is extremely fortunate to have had Maggie as a close friend, colleague and inspiration since our beginnings. A veteran Exchange participant—including as a team member for the 1995 Spring Hill, Tennessee Exchange—Maggie exemplifies the very reason for Glynwood's success: It's the people.*

*Maggie is often described as someone whose resiliency and spirit can uplift and guide a process to a successful end. Most recently in the Colonie Exchange, her insights and determination inspired the local organizing committee and team members to think "big" and put forth bold ideas. The result was an ambitious yet doable set of recommendations for the Mohawk River waterfront redevelopment plan that is expected to help preserve open space in the region.*

## LEADERSHIP TRAINING

Leadership training has been at the foundation of Glynwood's work since its inception. For the most part, the type of training and educational resources available to corporate executives and even federal and state level administrators are not available to local officials and community leaders. Glynwood designs and delivers innovative leadership training programs to fill this void and to enhance the experiences of participants in other Glynwood programs, most notably the Countryside Exchange.



### LEONARD DEBUCK

*Leonard, a long-time turfgrass sod farmer in Pine Island, New York, is both a friend of Glynwood and a local leader who has taken full advantage of Glynwood's leadership training programs. A past participant in the Exchange and CLA programs and a current participant in the Glynwood Grange, Leonard regularly applies insights and approaches gained through his leadership training experiences in his position as a Councilman on the Warwick Town Board. And it is a symbiotic relationship: Leonard's strong commitment to both self and community improvement inspires our work and challenges us to continue to enhance the leadership training program as we work to broaden its offerings and expand its audience in 2004.*

### COMMUNITY LEADERSHIP ALLIANCE

The Community Leadership Alliance (CLA), trains local leaders, including elected or appointed officials, non-profit professionals and local business people, on land use issues, conflict resolution, and community involvement. Conducted in partnership with Pace University Land Use Law Center, hundreds of local leaders have participated in the program since its inception in 1996. In May, the Hudson River Valley Greenway and Central Hudson Gas and Electric sponsored a four day CLA that trained 35 representatives from Hudson Valley communities on land use and community process techniques focused on agricultural issues.

### GLYNWOOD GRANGE

The Glynwood Grange was launched in 2003 to provide advanced leadership training to a small group of graduates of the Exchange or the CLA. The group will work together over a period of 18 months on issues of common concern, with facilitation and technical support from Glynwood staff and others from our network. In 2003-4 the concentration is on agriculture in the Hudson Valley. The first group of 15 participants has begun to identify "Grange projects" that they will undertake to improve agricultural prospects in their counties, towns, and villages.

*"When Glynwood facilitates discussions, key issues are discussed, key questions are asked, and key people listen and respond to the challenges they face."*

—Leonard DeBuck

## KEEP FARMING: CONNECTING COMMUNITIES, FARMERS AND FOOD

Many communities don't appreciate what agriculture contributes to their economy and quality of life until farmland has been lost to development. To address this, Glynwood's innovative Keep Farming program helps communities assess the many "public values" generated by small and mid-size farmers and develop strategies to help farmers remain profitable.

### PENNSYLVANIA

Beginning in January 2003, the program was piloted in the Townships of Buffalo and Clinton, Pennsylvania, a developing area just outside of Pittsburgh. Using Glynwood's "Keep Farming" assessment tools the towns learned that protecting and enhancing their agricultural base was important to residents. Using the tools also enriched their decision making with data outlining the strengths and weaknesses of agriculture in their region, and a more comprehensive understanding of the steps they could take to preserve and enhance it. Now engaged in a progressive multi-municipal planning process, the towns are working on strategies to bring their ideas forward and strengthen the agricultural base.

## AROUND THE WORLD

Part of what makes Glynwood unique is our international connections and ability to bring concepts from overseas to life here in the United States. Glynwood programs are built from an eclectic mix of influences, from the British commitment to preserve the “countryside” to the French concept of *développement durable* (sustainable development). As you will see, 2003 proved to be another busy year for Glynwood abroad.



Dale Medearis, John Wesley White and Uwe Steven Brandes observing a green roof in Eckernförde, Germany during the 2002 Potomac International Urban Watershed Management Exchange.

### ON THE ROAD

Glynwood President, Judith M. LaBelle, shared ideas about community-based work to protect cultural and natural landscapes with colleagues at two international meetings: the annual meeting of Europarc (the European Federation of National and Nature Parks) and the World Parks Congress, which is organized by The World Conservation Union (formerly known as ICUN) once each decade.

The theme of the World Parks Congress was “Benefits Beyond Boundaries”, and a primary topic of discussion was how to identify, quantify and explain the many kinds of benefits generated by protected areas in order to generate broader community support. During a session on professional development opportunities for protected area professionals, a presentation was made on the Countryside Exchange program.

### POTOMAC EXCHANGE

To wrap up its 2002 Potomac International Urban Watershed Management Exchange, Glynwood partnered with the German Embassy, United States Environmental Protection Agency, and National Park Service - National Capital Region to conduct a forum in Washington, D.C. last January. The Potomac area professionals who participated in this Exchange recapped their experiences in Germany and shared their plans for integrating the information into their own work. About 120 people attended the forum, held at the German Embassy.

### COUNTRYSIDE EXCHANGE IN THE NETHERLANDS

We continued to develop relationships with colleagues in the Netherlands who focus on communities and small-scale agriculture, begun during our study tour of the Netherlands in 1999. As a result, ETC Eco-Culture, a Dutch nonprofit that is well known for its community development work, asked Glynwood and CEI Associates (the consultant team that organizes the Countryside Exchange in the U.K.) to assist in the development and implementation of a pilot Countryside Exchange in the Netherlands. The Exchange was held in September in Noord Beveland, an agricultural community on the North Sea coast.

**GLYNWOOD ITSELF BECOMES A SPECIAL PART OF THE LEARNING PROCESS FOR OUR INTERNATIONAL VISITORS. WE STRESS THE CRITICAL ROLE PLAYED BY PRIVATE PHILANTHROPY AND NONPROFIT ORGAN-**

**IZATIONS IN CONSERVATION AND COMMUNITY DEVELOPMENT WORK IN THE UNITED STATES. YET IT IS THE STORY OF THE SITE ITSELF THAT HELPS THEM BEGIN TO UNDERSTAND THE POWER AND SOPHISTICATION OF THE AMERICAN NONPROFIT SECTOR: GLYNWOOD CENTER, LOCATED ON THE FORMER ESTATE OF GEORGE W. PERKINS, IS NOW WITHIN THE HUBBARD-PERKINS CONSERVATION AREA, APPROXIMATELY 5,000 ACRES OF LAND PRESERVED BY THE OPEN SPACE INSTITUTE AND ITS LAND ACQUISITION AFFILIATE, THE OPEN SPACE CONSERVANCY, WITH FUNDING FROM THE LILA ACHESON AND DEWITT WALLACE FUND FOR THE HUDSON HIGHLANDS. THE FACILITY WAS CONVERTED TO ITS CURRENT USE THROUGH COLLABORATION AMONG THE OPEN SPACE INSTITUTE, THE PERKINS FAMILY, THE COUNTRYSIDE INSTITUTE AND GLYNWOOD CENTER.**



## GLYNWOOD PROFILE

### ROSS WHALEY

Ross Whaley is about to complete his service as a founding member of the Board of Directors of Glynwood Center. Since retiring as President of SUNY College of Environmental Science and Forestry, Ross has concentrated on studying and teaching about sustainable development. He was recently appointed as the Chairman of the Adirondack Park Agency, a regional planning agency with jurisdiction over 6 million acres of upstate New York.

Ross has been a trusted voice within the Board, bringing to bear insights gained from his academic work and his many forms of civic involvement. He has made many and varied contributions to the development of Glynwood and its programs, most recently helping to conceive the Harvest Awards program and select the first Award winners.

We will miss Ross at the Board meetings, but look forward to his continued participation on the Harvest Awards Committee and appreciate his willingness to remain involved as an advisor and friend.



*“The challenge facing us in the Adirondacks is to protect the natural environment and preserve the wildness of public lands while embracing the development of vital communities and viable economies. My time with Glynwood bolstered my belief that creating a shared vision among community members is the key to achieving these goals. I look forward to using my experience with Glynwood to help create a communal vision in the Adirondacks.”*

—Ross Whaley

## GLYNWOOD THE PLACE

Glynwood, the place, is 225 acres of rolling woodlands and farmland, dotted with lakes, cottages, gardens and even a Civil War era barn. Here, perched atop the Hudson Highlands, only 60 miles from New York City but seemingly a world away, is where great ideas are born.

As Glynwood Center, the organization, has developed, we have continued to explore ways that the site can contribute to our programs beyond its inspirational setting. As our Agricultural Initiative evolves, our farm and garden operations have provided the opportunity to grapple first hand with the challenges that face other small farmers in the region.

For example, during 2003 we began to examine the feasibility of a pasture-raised Black Angus operation based on the herd that has been maintained for many years at Glynwood and its "sister" farm, Walbridge Farm in Millbrook, New York. This high quality beef—which is very much in demand—would help establish the identity of the Hudson Valley with high quality agricultural products.

Our agricultural interests give us credibility as we work with other farmers and agencies who are trying to sustain farming, and especially livestock production. We view our work as vital to strengthening the food system in the Hudson Valley.

Meanwhile, after confronting the challenges of a "market basket" operation that produced a wide variety of produce, we have begun to orient our gardens toward a smaller number of fruits and vegetables that will be served fresh to our guests or processed for later use.

View overlooking the barns at  
Glynwood Center.

# GLYNWOOD IN PRINT

Our staff had another busy year with the pen. A cornerstone of our mission is the dissemination of ideas that will inspire communities to take action and leadership on local development issues.

There were two editions of *Gleanings*, our series of occasional papers:

■ *Leading the Way To Clean Water*, by

Director of Programs, Jayne Daly, examined the challenges faced by leaders in the Town of Dover, New York as they struggled to protect its drinking water supply from nearby mining operations.

■ *Connecting Communities, Farmers and Food*, by

President, Judith LaBelle, showcased individuals and organizations from across the country who are successfully working to sustain local agriculture.



Other publications authored by Glynwood staff during 2003 included:

- *A Guide to Serving Local Food at Your Next Event*, by Director of Operations, Gary Valen, and Manager of Special Projects, Meredith Taylor, explains how to encourage hotels and conference centers to use regional food at special events.
- "Integrating Conservation and Biodiversity into Local Planning", a chapter for a book to be published during 2004 by the Columbia Press, was co-authored by Jayne Daly with Michael Klemens, Director of the Wildlife Conservation Society's Metropolitan Conservation Alliance.
- "Heritage Areas: Connecting People to their Place and History", the lead article for the summer 2003 edition of the National Trust for Historic Preservation's *Forum Journal*, was written by Jayne Daly.
- "Economics of Niche Marketing in Alternative Livestock", a chapter written by Gary Valen, will be published in the book *Alternative Livestock Health Practices*, by the Iowa State Press and coordinated by the University of Connecticut College of Agriculture and Natural Resources.

VISIT US ONLINE AT [WWW.GLYNWOOD.ORG](http://WWW.GLYNWOOD.ORG)  
TO FIND COPIES OF ALL GLYNWOOD PUBLICATIONS.

PHOTO CREDITS: Cover – left, Roger Owen, center, Michael Turton, right, Glynwood stock; IFC – Gary L. Valen; p. 2 – top, Norman Y. Lono, bottom, Gary L. Valen; p. 3 – top and bottom, Gary L. Valen; p. 4 – left, Roger Owen, center, Gary L. Valen, right, Malcolm Ford; p. 5 – bottom, Roger Owen; p. 7 – top, Sheila Bessy, bottom, Glynwood stock; p. 8 – bottom, Gary L. Valen; *Note*: profile photos on the tops of pages 5, 6 and 8 were provided by Maggie Vinceguerra, Leonard DeBuck and Ross Whaley, respectively.  
REPORT DESIGN: Lynn Carano Graphics, Inc.

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## SUPPORT GLYNWOOD

Glynwood Center programs are brought to life by the generous support of individuals and foundations nationwide and around the world. We thank all who donated time and financial resources during 2003 and trust that you have found this recap of what we have accomplished together gratifying. We believe we have set the stage for even more effective work to come. To learn more about how you can support Glynwood's efforts in 2004, please contact Rick Werwaiss, Director of Development, at [rwerwaiss@glynwood.org](mailto:rwerwaiss@glynwood.org) or (845) 265-3338, ext. 111.



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