DOCUMENT RESUME

ED 452 304 UD 034 126

TITLE	The Renaissance of the American City: A Compendium of City Strategies Prepared for the Summit for Investment in the New American City (Washington, DC, April 4-5, 2001).
INSTITUTION	United States Conference of Mayors, Washington, DC.
PUB DATE	2001-04-00
NOTE	34p.; Also sponsored by the Council for Investment in the New American City.
PUB TYPE	Collected Works - Proceedings (021) -- Reports - Descriptive (141)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	City Government; Community Development; Economic Development; Elementary Secondary Education; Quality of Life; *Urban Areas; *Urban Improvement; Urban Planning; Urban Programs
IDENTIFIERS	California (Pasadena); Colorado (Denver); Illinois (Chicago); Louisiana (New Orleans); Massachusetts (Boston); Michigan (Detroit); Minnesota (Minneapolis); Nevada (Reno); North Carolina (Charlotte); Ohio (Akron); Rhode Island (Providence); Texas (Dallas)

ABSTRACT

This compendium report presents papers on what mayors have done to revitalize their cities. These efforts have been concentrated on improving schools and educational outcomes, renewing strong neighborhoods, investing in infrastructure, improving public health facilities, and reducing crime. The reports include: "City of Akron: The Akron Renaissance" (Don Plusquellic); "City of Boston: Getting the Job Done" (Thomas M. Menino); "City of Cedar Rapids" (Lee R. Clancey); "City of Charlotte: Charlotte's Growth Fuels Boom" (Patrick McCrory); "City of Chicago" (Richard M. Daley); "City of Dallas" (Ron Kirk); "City of Denver" (Wellington E. Webb); "City of Detroit" (Dennis Archer); "City of Minneapolis: The Renaissance of Minneapolis" (Sharon Sayles Belton); "City of New Orleans: Leading New Orleans--America's Comeback City" (Marc H. Morial); "City of Pasadena: Pasadena Builds on Strengths To Meet City Needs" (Bill Bogaard); "City of Providence: The Transformation of One of America's Oldest Cities" (Vincent A. "Buddy" Cianci); and "City of Reno" (Jeff Griffin). (SM)

Reproductions supplied by EDRS are the best that can be made
from the original document.

ED 452 304

The Renaissance of the American City

A Compendium of City Strategies
Prepared for
The Summit for Investment in the New American City
April 4-5, 2001
Washington, DC

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
☑ This document has been reproduced as received from the person or organization originating it
☐ Minor changes have been made to improve reproduction quality
• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY
L. D. Waxman
United States Conference of Mayors
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

Sponsored by
The United States Conference of Mayors
and
The Council for Investment in the New American City

UD034126

BEST COPY AVAILABLE

TABLE OF CONTENTS

City Strategies	Pages
Akron, Ohio	1
Boston, Massachusetts	4
Cedar Rapids, Iowa	6
Charlotte, North Carolina	8
Chicago, Illinois	10
Dallas, Texas	12
Denver, Colorado	15
Detroit, Michigan	17
Minneapolis, Minnesota	19
New Orleans, Louisiana	22
Pasadena, California	25
Providence, Rhode Island	27
Reno, Nevada	29

CITY OF AKRON
Mayor Don Plusquellic

"The Akron Renaissance"

Beginning in the late 1980s, the city of Akron, Ohio embarked on an important journey to reinvigorate its image, restore life to its downtown, rebound from the rapid loss of jobs in the rubber industry and rebuild its neighborhoods. (Not a simple task for a community still reeling from the exodus of 50,000 tire company jobs in the span of one generation.)

With leadership from Mayor Don Plusquellic, a 13-year city councilman appointed mayor in 1987, Akron began to create public/private partnerships that would lead to the construction of more than 300 new homes by non-profit development corporations. Investing $65 million in housing from 1990-1999, Akron's aging housing stock began to be transformed. In all, more than 4,100 new housing units were built in the city during the 90s, a decade in which the City of Akron worked in 15 separate neighborhoods, financially assisting more than 4,000 homeowners to fully rehabilitate their homes.

The maintenance, renewal and development of strong neighborhoods are essential to keeping citizens in and attracting new residents to the community. Prudently utilizing its allocation of federal funds, Akron strengthened a program of concentrated and comprehensive neighborhood improvement, investing more than $72 million on neighborhood improvement programs during the 1990s.

Akron's industrial focus would never again be on tires and rubber products the way it once was. When the rubber industry experienced a reshaping in the 1970s, some of its key companies made the transition from rubber to plastics. These companies would nurture the polymer industry during the period of economic and technological transition. As if a seed from a dying tree, polymer research, development and manufacturing technology businesses began to grow. Former employees of the once-proud Akron rubber industry, who opted to not relocate to maintain their jobs, put their innovative talents to work in the polymer industry.

The University of Akron, with its downtown campus and renowned rubber chemistry engineering and research capabilities, became a powerful asset to the community providing the expertise to drive research and development for the burgeoning and rubber-like polymer industry. To foster further growth, local institutions responded by providing opportunities for specialized education, training, and research. These include high school cooperative programs, the Edison Polymer Innovation Corporation and the UA School of Polymer Science and Engineering.

The movement from rubber to polymers gained great momentum in 1995 when Advanced Elastomer Systems (AES) moved its headquarters from St. Louis to downtown Akron. AES is a joint venture between Exxon Chemical Company and Monsanto Chemical Company to make elastomers: polymers with the physical characteristics of rubber. The firm is now a

neighbor to more than 400 polymer-related companies in the Akron area. Akron's adaptable workforce and its educational and scientific advantages pulled AES headquarters to Akron.

The image of the city as a place of growth and change created positive feelings and confidence in Akron's citizens. The moving of the National Inventors Hall of Fame from Washington D.C. to downtown Akron, the construction of a state-of-the-art convention center and one of the finest baseball parks in all of minor league baseball generated even more excitement for the formerly too-quiet central city. These three projects represented a $100 million public investment and signaled the start of the renaissance of downtown Akron. The ballpark, Canal Park, opened in April of 1997 as the home of the Akron Aeros, the AA minor league affiliate of the Cleveland Indians. In the team's new downtown home, the Aeros drew record crowds of half a million fans each summer. The influx of people into downtown created an exciting new atmosphere for business and led to the greatest run of private investment in downtown in decades.

Another critical piece to Akron's turnaround is the resourceful manner in which the city used available lands within its 62 square mile boundary. The assembly of land and the preparation of it for commercial and industrial development are essential to maintaining a vibrant economy. From simple eyesores, to environmentally-challenged pieces of dormant industrial property and sprawling and aging vacant shopping plazas, Akron reclaimed useless properties and transformed them into beautiful new corporate and industrial parks that are filling up as quickly as the City can develop them.

Touted in a front-page story in the May 16, 2000 edition of *The Wall Street Journal*, Akron's Joint Economic Development District agreements with neighboring townships apply a regional approach to economic development. Akron extends water and sewer lines to enable controlled business development and in return receive income tax revenue while the townships retain the property in their jurisdictions and continue to receive property taxes.

This cooperative, regional philosophy toward government has fostered productive new relationships and mutual aid agreements with neighboring communities. Akron entered the newest phase of this regional approach last year when it began developing a recreational facility for one of its Joint Economic Development District communities. It will feature, among other amenities, soccer fields and ballparks that will be shared between the city and the township and managed by the City of Akron.

Between 1990 and 1999, the City of Akron made a $43 million capital investment in parks and recreation programs and facilities. Akron's network of metro parks is a tremendous asset for the community. New hike and bike trails are winding through the city and attracting hundreds of thousands of users each year, making Akron even more of a family-friendly community.

Always understanding the big picture, Mayor Don Plusquellic has been a strong advocate of long-range land use planning. He is currently creating plans for removal of a large portion of a highway that runs through downtown Akron. The city would replace it with a park, residential

housing and retail and office development. Removal of the innerbelt would also reconnect downtown with a historic Akron neighborhood.

The City of Akron, Ohio boasts some remarkable achievements, but knows there is still some unfinished business. The face of the central city will continue to change. So will the neighborhoods. But the most difficult task---changing the perception of Akron from a Rust Belt dinosaur to a vibrant, confident city---has been accomplished.

CITY OF BOSTON
Mayor Thomas M. Menino

"GETTING THE JOB DONE"

For the past seven and a half years, I have had the honor of being Mayor of Boston. During that time, we've seen massive changes in our city. Along our waterfront, new development projects are rising. In our neighborhoods, we've brought in new investment where people never believed it would be possible.

We started with a citywide "Main Streets" program to build partnerships in local commercial districts and things began to happen. Banks, supermarkets and drug stores located in long-neglected neighborhoods. Individuals opened up restaurants and specialty stores. New life flowed into older neighborhoods.

We took on health care as a major issue in Boston. I had a public hospital that faced major financial challenges as all hospitals do today. We merged that hospital with the Boston University Medical Center and today, more people are using that facility and our Public Health Commission initiatives are flourishing.

I've also placed a major emphasis on education. In Boston, the mayor appoints the Boston School Committee. I take that responsibility very seriously. Most of the current members of the committee are people that I didn't know beforehand. But they impressed me with their passion for education and their commitment to our city's children.

We're making progress in education reform in Boston. Thanks to our "Read Boston" initiative, second graders are reading at 11 percent above the national average. We've replaced over half the principals in the system and broken down some of our larger district high schools into smaller, more focused units.

We were the first major urban school system fully wired to the Internet. We started with a ratio of one computer for every 63 children five years ago and now we are approaching my goal of one computer for every four children. Let me tell you what that does.

When we started "Kids Compute 2001", it was because I didn't want the kids of Boston to be the technology "have-nots". I didn't want them left behind their counterparts in the suburbs, many of whom have computers not only in the schools, but at home as well. In Massachusetts, one out of every ten jobs in the software industry goes unfilled. I want some of those jobs to be filled by young people from Boston.

Today, we are beginning to see the fruits of our labor. We knew we were getting through when 57 percent of our young people applied online for our summer jobs program. And even more impressive, 85 percent of them gave us their e-mail address.

Now, we have a program called "Tech Boston", which trains young people for good paying jobs as computer technicians right out of high school. We have 1,500 students in that program and we are working with the Massachusetts Software Council to place a number of them in summer jobs with local technology companies. A few years ago, we couldn't have done that. Now, we are changing young people's lives -- for better.

I like to brag about my city, but it's more important when people from outside Boston see what they like and try to replicate it. For example:

The "Kids Compute 2001" initiative which I just described won the top Public Private Partnership award from the United States Conference of Mayors two years ago. As a result of this success, one of our partners, 3Com, has begun a program with the conference to fund other cities to build on Boston's success. To date, over twenty cities nationally have received these grants.

More recently, we have partnered with Freddie Mac on a campaign called "Don't Borrow Trouble" to curb mortgage scams. Like many of you, we've had a few bad apples in the mortgage industry preying on seniors and low-income homeowners. Freddie Mac is taking this program to twelve new cities around the country and they've developed a video and CD-ROM that will be sent to mayors around the country.

I mentioned public health earlier. Boston's Public Health Commission has taken a national leadership role in cancer prevention. Our "Crusade Against Cancer" includes a mammography van that goes out into our neighborhoods and a citywide information campaign about cancer and how to prevent it. I also signed an Executive Order granting city employees four hours off for cancer screening. That directive has also been adopted by major businesses in Boston and by the federal government through an Order signed by President Clinton.

If you travel to Denver, you might see a pamphlet entitled, "Denver's Crusade Against Cancer". That's our pamphlet, with an acknowledgment on the back, saying, "Thanks to the Boston Public Health Commission".

And that's what we as mayors should be all about helping each other, sharing best practices and letting good ideas flourish.

But mayors must also be advocates for our cities at the national level, as the debate over what to do with a growing surplus takes shape. In previous years, we were told there was no revenue to share. Now, there is no excuse for ignoring pressing problems such as the lack of affordable housing and the need for a good education.

CITY OF CEDAR RAPIDS
Mayor Lee R. Clancey

The City of Cedar Rapids, Iowa has had continued success with private sector investment in the community, and certainly a number of limited scope public projects have been accomplished over the past few years as well. But the truly amazing community projects have been realized through public-private partnerships. Using such partnerships, we have completed a $13 million hockey arena/family skating facility; a $15 million downtown riverfront office building; a new History Center; and Iowa's first IMAX Theatre. Other partnership projects in the works include a $15 million minor league baseball stadium; a $6 million facelift to a grand theatre and performance hall; and a new downtown YMCA facility.

While most such partnerships involve either businesses or non-profit entities that operate these arts and entertainment facilities, one recent partnership in Cedar Rapids involved a far more unique partnership. The partner was a vibrant community church.

The community's largest brownfield consists of three former industrial properties that sit in the middle of the Oak Hill-Jackson neighborhood and in the shadow of St. Wenceslaus Church. Or rather the church sat in the shadow of this decaying property. When redevelopment efforts remained stalled after years of effort from the City Council, the church stepped in to broker a deal that finally broke the stalemate.

Today, the monolith that obscured views of the beautiful church has been cleared and remediated. The second parcel, a stone's throw from the church steps, will be cleared this summer. The positive momentum from these two victories should help tackle the final property soon, restoring this historic Cedar Rapids neighborhood to its rightful prominence at the edge of downtown.

Five years ago, when the brownfield sites became a city government priority, no one would have guessed that a church would be the key partner in success. Cities need to seek both typical and atypical partners in such ventures.

Cities also need to have their house in order when they prepare to do business with private partners. In Cedar Rapids, one of the keys public-private partnerships has been the creation of an Economic Development Task Force. At each week's meeting of the task force, city representatives from engineering, traffic engineering, parks, water, waste water, audit, treasury, development, grants, building, housing and zoning gather to hear updates on economic development activity. Often the meeting is attended one or two council members, the city's neighborhood liaison and by a member of the economic development wing of the Chamber of Commerce. Occasionally private developers will be invited. The purpose, of course, is to keep everyone who has even the smallest role in a project up to speed on its progress. It takes control of communication that would be left to chance without such a task force. The task force discussions are conducive to problem solving and brainstorming that rarely would happen if everyone were working independently. And it provides a vehicle for government to operate with type of speed and efficiency often needed to co-exist with the private sector partners.

Of course, council leadership and outstanding city staff are integral parts of all success as well. But providing these people a process and a vehicle to succeed, and then seeking creative private partners, has allowed Cedar Rapids to put together a remarkable number of fantastic community projects in the short span of only a few years.

CITY OF CHARLOTTE
Mayor Patrick McCrory

"Charlotte's Growth Fuels Boom"

Charlotte is a growing city, which enjoys a favorable climate, strong quality of life, and vibrant economy. It has always been one of the "New South's" growing urban areas, evolving over the years from a regional textile center in North Carolina's piedmont to become the nation's second largest banking and financial center. In the process, the community is becoming more diverse, due in large part to a succession of major corporate relocations. Charlotte is presently the Corporate Headquarters of seven Fortun · 500 companies and home to 256 other Fortune 500 companies.

The city's recent growth rate is very exceptional by most standards. Since 1990, the city has grown from a population of 395,000 to just under 560,000. The nation's 47th largest city less than twenty years ago, Charlotte is now the 23rd largest city – according to preliminary 2000 Census information – and its 20 percent growth rate in the 1990's is second only to Phoenix among cities with a population of a half million or more. In the past 25 years, the City's population has doubled.

Due to annexations and the influx of new residents, City services have been expanded to meet the service demands in the City. Each year the city limits of Charlotte expand an average of 6.7 square miles and add an average of 45 miles of streets. Each year Fire and Police see a six percent increase in the number of emergency response calls. Each year Solid Waste adds 5,000 customers for sanitation services; at the same time, the cost of serving their customers is 2.4 percent less than in 1995. Each month Utilities adds 1,000 new customers and the average daily water consumption has increased 21 million gallons from Fiscal Year 1995 to Fiscal Year 1998.

One of Charlotte's successes in addressing population growth is that the City has a continuing record of substantial investments in its infrastructure, to the point where the City, on average, has doubled the value of its fixed assets every five years. This includes investing in transportation, aviation, water and sewer, and general government infrastructure. The 1980s were marked by completion of a new airport and a new coliseum. In the 1990s the City expanded the airport, undertook major road building, developed four community parks, built a new convention center, enlarged water mains, and built a performing arts center. In the 2000 decade, the City is implementing its billion dollar transit system, including light rail, and making plans to build or expand six cultural facilities, and further expand and rehabilitate water and sewer mains and treatment plants.

Charlotte's public and private investments continue to mount. Investment and service accomplishments of note include:

- $600 million in private investment (and planned investment) along the first line of the City's new transit system. The new transit system will include five major

transit corridors in the City that will feature light rail lines and busways beginning in 2005.

- The City invested $16 million for a parking deck to be including in a new 700 room four-star hotel adjacent to the City's six year-old convention center.

- The City leveraged $2.4 million public dollars with $31.3 million in private investments to spur business expansions and provide housing loans in 2000.

- Further implementation of the Airport Master Plan at the Charlotte-Douglas International Airport. This includes the expansion of the international concourse, a new 21-gate commuter concourse, 5,000 new parking spaces, and preparation for the construction of a third parallel runway.

- Reduced traffic accidents by up to 30% at more than half of the 24 intersections that have a *Safe*light electronic surveillance program.

- Reduced the City's overall crime rate by 0.8% in 2000.

- Reduced the time for securing a land development permit from five days to 2.5 days.

- Implemented enhanced City services on the internet. City's website saw a 61% increase in site visits. Approximately 232,000 individual customer visits were made to the City's site in 2000.

- Due to housing developments in the Center City, the Uptown population is expected to increase by 2,000 resident within the next two years.

- Charlotte has been able to maintain and expand City services without raising property taxes. Fiscal Year 2000-2001 marks the 14th consecutive year that the City has decreased or kept the property tax rate stable.

CITY OF CHICAGO
Mayor Richard M. Daley

Chicago has made tremendous progress over the past 12 years. Its neighborhoods have undergone a rebirth. Its once-floundering downtown is alive with new energy and new activity. Commercial and industrial areas, which had declined with fading industries, have been revived, thanks to City incentive programs and a diverse economy.

And, most gratifying, the deep divisions that once crippled the city have given way to a new spirit of cooperation and community. The central reason for Chicago's success has been the willingness of everyone -- business, labor, public officials and residents regardless of race or ethnicity -- to work together for the overall good of the city. In addition, Mayor Richard M. Daley has reached out to the suburbs, through his Metropolitan Mayors Caucus, to find common ground.

Chicago's schools are demanding more from students, parents, teachers and the system as a whole -- and holding everyone accountable. We have set and maintained high standards, returned to teaching the basics and ended social promotions once and for all. Local taxpayers have invested $2.6 billion over the last five years to build, modernize and repair schools all across our city. The result has been steady, year-by-year improvement in student test scores over the last five years and a reputation as a model for urban school reform.

Since 1993, the City has invested more than $1 billion to create and preserve more than 45,000 units of affordable housing and 30,000 units of rental housing for working families, senior citizens and individuals living in single-room-occupancy buildings. The City has helped 7,000 families buy homes and helped over 22,000 rehab and repair their homes. Chicago also operates the largest locally funded rent subsidy program in the country, helping approximately 3,000 very- low-income families meet their monthly rent.

Since 1989 the city of Chicago, the Chicago Transit Authority, the Board of Education and the Park district have invested over $6 billion in capital improvements, community anchors that bring stability to our neighborhoods -- from new or rebuilt schools and libraries, to new and improved parks, police stations and fire houses.

Chicago plans to end the isolation of public housing residents and make them full citizens of the City of Chicago. In less than two years, the Chicago Housing Authority has reduced the bureaucracy and brought in professional property managers for all 22 family developments and 58 senior buildings. It has developed a plan for 25,000 new or rehabilitated units of public housing - enough for every lease- compliant resident. As part of this plan, they are tearing down all of the dangerous, gallery-style high-rises and building mixed-income communities where affordable and market-rate housing stands side-by-side with public housing to end the isolation of public housing communities.

Chicago's overall crime rate, including both violent and property crimes, is down for the 9th year in a row, a tribute to the Chicago Police Department and to the effectiveness of our community policing program. In the last three years, the City has opened five new police stations, as well as a new Police Headquarters. A total of 19 stations are slated for replacement or substantial renovations.

Since 1990, more than 430,000 new private-sector jobs have been created in the Chicago area. We continue to aggressively look for new opportunities to get businesses to start up, expand and relocate to Chicago. To attract and retain industry, the City offers a wide array of economic incentives, including tax increment financing, industrial development revenue bonds and property tax reductions.

Chicago has positioned itself to become the world leader in applied technology -- the use of technology to increase productivity in traditional industries. The Chicago area is number-three in the nation in high-tech employment, with more than 180,000 jobs and more than 7,100 high-tech companies. Chicago is the backbone of the nation's fiber-optic highway, with cables running along our railroad rights-of-way. This fiber-optic infrastructure moves more data through Chicago every day than any other city on earth. And we are building on this strength with another first in the nation - our bold Civic Net initiative, which will extend our fiber-optic network into every neighborhood in Chicago.

Finally, Chicago's is fully committed to managing government effectively, on behalf of our taxpayers. Our current budget balances good management with continued investments in our neighborhoods. It contains no new or higher taxes or fees and continues our eleven-year commitment to sound management - a commitment that has been recognized by the nation's three major credit rating agencies.

Chicago's prominence has been recognized by the major news media. Last year, Chicago was called "the most livable major city there is" by Money Magazine; one of the three best cities for business in the United States by Fortune Magazine; "the most underrated city in the United States" in an article in American Heritage; and "a prosperous, well-governed model for the rest of the country" in an article in the New York Times.

Mayor Daley continues to challenge every resident of Chicago, every business, every organization - private and public, and the religious community to look for new ways to improve the quality of life in their neighborhoods and throughout the city. Even with all the progress Chicago has made in the last decade, Mayor Daley knows that when everyone takes responsibility and works together, Chicago can be even greater.

CITY OF DALLAS
Mayor Ron Kirk

Urban America experienced a renaissance in the 1990s. As it often has, Dallas led the way. While the statistics show that Dallas' population, like that of many central cities, increased robustly over the past decade, the statistics do not paint a full picture of the many exciting things happening in Dallas.

In 1990, downtown Dallas was written off as dead with no immediate hopes for future revitalization. Today, the resident population of downtown Dallas and nearby neighborhoods has increased dramatically, while the West End, the home of the new American Airlines Center, has become a vibrant urban entertainment district. Downtown Dallas is again competitive with its suburban counterparts.

Since it first opened four years ago, the City's light rail system has transformed downtown and surrounding residential neighborhoods into meccas for new residents and businesses. In 1990, many said that light rail transit would never work in a Southwestern city like Dallas. In typical Dallas fashion, we have not only made it work but have turned it into an important economic development engine and Dallas now serves as a model for other cities seeking to develop light rail transit.

Cities did indeed enjoy a renaissance in the 1990s and Dallas, contrary to most expectations a decade ago, led the way.

City of Dallas Intown Housing Program

The City of Dallas Intown Housing program is an economic development initiative aimed at increasing the vitality of the Central Business District by providing mixed income housing through a loan program and other public participation programs for private developers. Since 1993, the program has acted as a catalyst to encourage the development of over 15,000 units within the CBD and its one-mile radius. Most of the projects are adaptive reuse of existing blighted structures where public participation is essential for the projects to be successful. One component of the City's intown housing strategy is the Section 108 loan program, which involves nine projects and will produce a combined 1,346 units, of which 645 will be affordable. This program has leveraged millions in private investment and has literally changed the face of downtown Dallas.

Trinity River Corridor Project

The Trinity River Corridor Project (TRCP) represents one of the most comprehensive infrastructure projects ever undertaken by the City of Dallas. Upon completion, the TRCP will bring to life the underutilized corridor through which the Trinity River flows. Situated between and separating the Central Business District and Southern Dallas, the Trinity River has historically served more as a dividing line than as a natural resource that brings Dallas sites together. However, the TRCP vision details a multi-faceted approach for creating a regional environment that will unite the citizens of Dallas around a common focal point.

Primarily a flood control measure to combat severe flooding in the corridor, the TRCP will extend the current levee system into Southern Dallas, thereby adding or enhancing protection for 12,500 structures in residential and commercial districts. Required mitigation measures for the levee construction presents Dallas with the opportunity to expand and enhance the Trinity Forest, one of the largest urban forests in the nation. In addition to the hiking, biking and equestrian trails; boat launches; environmental learning centers; and public access points that will be constructed throughout the Trinity Forest, the TRCP will create another magnificent recreational feature. The proposed Trinity Lakes will not only provide Dallasites with a place to recreate, but also serve to reduce the threat of flooding.

The proposed Trinity Parkway will enhance traffic flow in and around an area known as the 'Mixmaster', ranked as one of the top five most congested areas in the nation. And finally, spanning both the Trinity Parkway and Trinity River will be a series of signature/gateway bridges designed by the world-famous architect and engineer, Santiago Calatrava. These fabulous structures will not only help improve traffic flow, but also are expected to increase international tourism, as well as generate significant economic development in the surrounding areas.

City of Dallas Brownfields Program

In 1995, the City of Dallas and the Environmental Protection Agency (EPA) entered into an agreement to establish the City of Dallas Brownfields Program as part of EPA's commitment to help revitalize abandoned, idled or under-used industrial and commercial facilities where expansion and/or redevelopment is complicated by real or perceived environmental contamination. The program has three major goals: 1) Establish a process to identify brownfield sites, evaluate their environmental condition and prioritize site cleanup; 2) Coordinate the development of guidelines and standards acceptable to the EPA, the Texas Natural Resource Conservation Commission (TNRCC) and the City for evaluating cleanup and redevelopment of brownfield properties; 3) Establish an approval process among the EPA, the State and the City to provide a Certificate of Completion giving the new owner a release of liability based upon established guidelines and planned land use. Since 1995, the program has helped to clean-up 23 properties that are now or soon will be occupied by businesses, residential developments, a fire station, the proposed new Dallas Police headquarters, and the new Dallas sports arena. The program has been extremely valuable to Dallas' revitalization efforts.

Cultural Facilities

The City of Dallas has undergone a cultural rebirth over the past several years. Dallas has committed itself to promoting and creating an environment compatible for cultural and artistic exchange and dialogue between the community and its artists; multicultural organizations of art, culture, and education; and public and private sector interests. With this commitment, the City has worked to provide culturally diverse facilities and programs to Dallasites and visitors alike. Examples of these include the proposed new Latino Cultural Center/Centro Cultural de Dallas, which will serve as a catalyst for the preservation, development and promotion of Latino and Hispanic arts and culture; the South Dallas Cultural Center, which will serve emerging artists and arts organizations in the Southern Dallas community; the new Ray Nasher Sculpture Garden in the heart of Downtown Dallas, which will house one of the finest collections of outdoor sculptures in the world; the proposed new Museum of Natural History, which will be

designed by world-renowned architect Frank. Gehry; and the Meyerson Symphony Center, designed by world renowned architect I.M. Pei and one of the finest symphony halls in the country.

Global Strategy for Southern Dallas

Southern Dallas comprises approximately 195 square miles, more than half the total area of the city of Dallas. It is a diverse area with established neighborhoods, along with beautiful topography and natural resources. Four major interstate highways serve Southern Dallas, including a NAFTA designated commercial corridor. And yet, until recently, Southern Dallas has not reaped the benefits of the decade-long economic boom.

The City of Dallas is working to change this situation. The city's Global Strategy for Southern Dallas is an economic development plan to help revitalize an area of Dallas that has tremendous potential. The Plan has already supported the location of a new University of North Texas campus. The Southern Sector is also home to several proposed industrial parks, which will create over 15,000 jobs, open over 2500 acres for business development, open over 1000 acres for housing development, and leverage nearly $1 billion in private investment. Additionally, Southern Dallas has benefited greatly from its Enterprise Community (EC) designation, which covers 19.8 square miles inhabited by 95,000 residents. EC funding has leveraged $11 million in private investment, has provided job training for 500 youth, and has enhanced safety for Dallas citizens through cooperative crime reduction programs with the Dallas Police Department.

The Dallas Plan

The Dallas Plan was initiated in 1992. A privately funded, non-profit organization was created to form a partnership with the City of Dallas, hundreds of local organizations and committed individuals to provide a roadmap for Dallas' future. The Plan focuses on six Strategic Initiatives that are most critical to our community's future, which cover everything from preserving the City's core assets, to expanding economic development, to transforming the center city, and to strengthening economically disadvantaged areas.

CITY OF DENVER
Mayor Wellington E. Webb

When I became mayor in 1991, we faced some very serious challenges. Our crime rate was high. We had a 30% vacancy rate in our office buildings and our downtown was stagnant. Residents had lost confidence in our public school system. Our population had steadily dropped to its lowest number since 1955.

My strategy has been to focus on what I call the foundation and four cornerstones. The foundation is putting our fiscal house in order. And our four cornerstones are Public Safety, Kids and Schools, Parks and Open Space, and Economic Development and Opportunity.

One of the first economic development efforts was getting our new airport open. Denver International Airport has been acclaimed as one of the user-friendliest airports in the world and has had steady increases in traffic since its opening. It has created tremendous potentials for the City in terms of creating jobs and opening up Denver to international markets. Denver's position on Boeing's short list is recognition of the importance of DIA.

A second effort that I undertook is to focus on Downtown. A city cannot be healthy without a vibrant downtown. When I took office, I immediately held a Downtown Summit. This focused on issues such as housing, retail, cultural facilities, historic preservation, parking and other issues. The result is that we now have a 24-hour downtown that is a focal point for residential, sports, retail, and entertainment. The office vacancy rate has dropped to 7%. We have added over 2,000 housing units with another 1,700 under construction and 4,500 planned. Over 1,500 of the units have been conversions of non-residential buildings that have served to protect many historic buildings. Many of these projects have included affordable housing utilizing public financing to spur private investment. We have added new retail with assistance from our urban renewal authority. We have a new central library, an expanded performing arts center, an aquarium, a convention center expansion in the works, and an addition to the Denver Arts Museum in the design stages. Many of these projects have been made possible by our voters having the confidence in the City to approve bond issues. We have new venues for baseball, hockey and basketball, and a new football stadium under construction. A 1.7-mile light rail spur through the Central Platte Valley is under construction and will connect several of the new venues. This new line is due to open in March 2002.

The second cornerstone is public safety. All types of crime have been reduced and violent crimes have been reduced by 44%. A new police district was created around downtown and innovative patrol methods have been introduced. Community Policing efforts have been expanded. Grants are awarded to community efforts that address problems that contribute to crime.

The third cornerstone is Kids and Schools. The City now provides resources to help our kids and our public schools. The City has placed health clinics into many of our schools. Before and after school programs are funded by the City. Our Parks and Recreation Department has worked with Denver Public Schools to improve play fields at several schools. Denver took over

the Head Start program and is improving its scope and quality. The City is planning on placing a revised initiative to increase funding for kids before voters to expand funding even more.

Parks and Open Space is the fourth cornerstone. One of Denver's legacies is its fantastic parks and parkway system. It ranges from a mountain park system including the Winter Park Ski Resort to pocket neighborhood parks. I am very proud of the fact that during my administration we will be adding more parkland within the city than during any previous period. This includes several new parks along the South Platte River including Commons Park. This new 60 acre park is stimulating substantial new private development near downtown that used to be the home to railroad yards. Significant new parks and recreational facilities are being added at Lowry and Stapleton. Lowry is an airforce base that closed in 1994 and Stapleton is the largest urban in-fill project in the country. About 1/3 of the land in each will be dedicated to parks and open space.

As we move into the 21st Century, we have plans to continue this growth but in a way that will maintain our outstanding quality of life. The redevelopment of Lowry, which is well underway, and Stapleton are both based on new urbanist principals. They will include opportunities to live, work, learn, and recreate without having to drive. Pedestrian and open space connections will be created. Despite a tremendous demand for high-end housing at Lowry, we are committed to making over 20% of the units affordable. We are also undertaking a Land Use and Transportation Plan to be able to channel growth in a way that will achieve our objectives. It emphasizes the need to mix uses especially along current and planned transit lines, improve areas that have been identified as ones where change will be beneficial while maintaining the wonderful character in our existing neighborhoods.

Even though the nineties have brought about tremendous prosperity for many, a significant number of our citizens are not sharing in this record growth. More than one out of seven of Denver's residents live below the poverty line. We don't have a distressed city, but we do have several neighborhoods that are distressed. As a result, we launched a Focus Neighborhoods Initiative to target the 16 neighborhoods where poverty is most significant. We are focusing all agency and departmental attention to these neighborhoods in a coordinated effort.

As you can see, our strategy has paid off. Denver has been able to expand city services while maintaining a substantial reserve. Our citizen's backing of bond issues, that have not only created new public facilities and infrastructure but created the climate that has attracted private investment, evidences their love for their city. Denver has diversified our economy and is building on our legacies to assure a bright future.

Ten years later, the story is very different. Our office vacancy rates are below 7%. Unemployment has dropped to historic lows. We've added almost 90,000 residents. We have a diversified economy and violent crime has been cut by more than 44 percent. We have a 24-hour downtown that is a focal point for residential development, sports, retail, and entertainment.

CITY OF DETROIT
Mayor Dennis Archer

The City of Detroit is engaged in one of urban America's greatest revitalization efforts. Signs of revival are evident in every area of the city - neighborhoods, industrial corridors, and the central business district. Between 1994 and 1999, more than $12 billion was invested in our great city. In fact, Detroit led the Southeastern Michigan region, with 7.3 million square feet of new residential development in 1998. Thanks to the tenacious efforts of the public and private sectors, Detroit's vision as the "new City for the New Millenium is capturing the attention of the national and international audiences.

The rebirth of Detroit has been spurred by two significant economic development programs, the Empowerment Zone and the Renaissance Zone. As a federally designated program, the Detroit Empowerment Zone is the most successful Empowerment programs n the United States. Since 1994, more than 80 development projects have created 5,000 new jobs. Investments in the Detroit Empowerment Zone are estimated at $5 billion and growing. As testimony to the strength of the zone, more than 3.2 million square feet of new industrial construction was completed in 1998.

The Detroit Renaissance Zone, a state of Michigan–designated economic development program, is composed of six industrial areas throughout the city. Six new facilities have been constructed in the Renaissance Zone since 1997. The projects have created 1,200 high-tech jobs. An estimated $80 million was invested in the Detroit Renaissance Zone by the end of 1999.

Detroit's small business community is also on the upswing. Small businesses in Detroit, the economic foundation of our community, continue to grow in number at an impressive rate. More than 11,000 business permits were processed in 1998. New coffeehouses, boutiques, restaurants, hair salons, and retail stores line our neighborhood streets, and fill new retail centers, creating new jobs and services which stabilize the city.

Detroit's central business district will soon rival those of other major cities, with three world-class casinos, two state -of-the-art sport stadiums, a new and thriving theatre district, linked river parks, a billion dollar office and commercial complex, and several renovated office towers. These developments, along with loft conversions, will make downtown Detroit a 24-hour, vibrant entertainment and residential center.

The neighborhoods of Detroit are also undergoing change. These developments include single-family homes, apartments and town homes, condominiums, duplexes, and lofts. Additionally, 1,200 new residential developments are currently under construction. Several of these housing developments are available for low-to-moderate residents and seniors, but many new market-rate-housing units are also being constructed.

Campus Martius

Early in the 19th century, Judge Augusts B. Woodwind (1770-1823) proposed that Detroit's Central Business District serve as a place of solitude and peace. City planners adopted the proposal, and incorporated a park in the midst of a business oriented downtown. The park, known as Campus Martius, gave the burgeoning City an air of distinction.

Today Judge Woodward's vision is being revived. A new campus Martius development will emerge in Detroit's Central Business District. The 2.5- million-square-foot, mixed-use development will be located in Downtown Detroit. Campus Maritius will house office, retail, entertainment and parking space in five buildings on five blocks: Crowley, Hudson, Kerns, Kennedy and Monroe. The focal point of the $2 billion development will be the 2-acre Campus Martius Park at the junction of Woodward, Michigan, and Monroe avenues.
The Campus Martius project may be modified to sit the needs of the prospective tenants.

Campus Martius highlights:

- Five newly constructed buildings in the heart of downtown Detroit.
- Four Class-A office buildings, approximately 2 million square feet each.
- Flexible tenant space ranging from 25,000 to 800,000 square feet of contiguous office space; full office floors in each building designed for future multi-tenant use.
- Collectively, these buildings will contain more than 568,000 square feet of commercial space.
- Parking facilities for 4,743 automobiles, including enclosed deck and underground parking.
- Direct access to the People Mover, Detroit's elevated monorail system.
- Campus Martius Park strategically located in the center of the five- block development.

CITY OF MINNEAPOLIS
Mayor Sharon Sayles Belton

"The Renaissance of Minneapolis"

Since becoming Mayor in 1994, Minneapolis Mayor Sharon Sayles Belton has overseen a remarkable renaissance in Minneapolis. Minneapolis City government remains strong and responsive to citizens. The City has maintained a Triple-A credit rating for 39 years, and was ranked as one of the best managed cities by *Governing Magazine* for the past two years. Under Mayor Sayles Belton's leadership, Minneapolis is safer, stronger, and is building livable communities where all citizens have the opportunity to prosper.

Public Safety

Serious crime is at a 34-year low in Minneapolis and citizens have restored confidence in their communities. This incredible reduction was accomplished through strong new policing strategies that utilize technology to better anticipate and respond to crime trends, community oriented policing, and public/private partnerships to fight crime in neighborhoods. Minneapolis also has an award winning block club system with over 450 active block clubs citywide.

Minneapolis has improved prosecution of livability crimes such as loitering and prostitution through the City Attorney's innovative community court calendar. In addition, restorative justice programs in neighborhoods are bringing citizens and offenders together to mediate offenses and improve community cohesion.

Supporting Citizens and a Strong Civic Infrastructure

Access to training and jobs that pay a living wage with benefits are essential to livable communities. The City of Minneapolis Employment and Training Program (MEPT) provides critical employment services for the community. Recently, in a single year, MEPT assisted more than 17,000 residents with employment services. Last year, MEPT placed 3,452 people in jobs that pay over $10.00 per hour. The City is also developing a public/private partnership called the Industry Clusters Initiative that prepares unemployed residents for work in growth industries in need of qualified workers.

Livable communities require quality public schools. The Mayor has been a leader in promoting excellence in public education, including a return to community schools, later start times and access to school buildings for youth programs, as well as leading successful school tax referendums to lower class sizes and support early childhood education. Minneapolis is a national leader in partnerships that support the wellbeing of children and families. Some initiatives, such as Success by 6, a school readiness program, have been replicated nationally. These efforts are making a difference in the lives of Minneapolis children.

Libraries are "people's universities" and are essential to a high quality of life. Last year, voters approved a tax referendum which the mayor co-chaired to build a new central Library and Planetarium downtown, and improve community libraries in neighborhoods.

From the city's famed Chain of Lakes to its extensive system of neighborhood parks, the Minneapolis park system is a treasure for citizens of all ages. Last year, the mayor called for significant investments in the park system to expand programming and make needed capital improvements.

Economic Development

Economic development and job creation always has been an essential part of our vision. We are in the midst of a $2 billion construction boom downtown. 165,000 workers now work downtown and 26,000 residents live there. Nearly 12,500 new jobs have been created since 1995, with more to come.

The renaissance on the central Mississippi riverfront is remarkable: $20 million in housing and the newly renovated Milwaukee Depot, which has already opened an indoor ice rink, and two new hotels will soon complete the renovation. Last year we also celebrated groundbreakings for the Mill Ruins Park and Mill City Museum. These projects will bring Minneapolis' riverfront history alive for all that live and visit here.

During the last decade, the City's Neighborhood Revitalization Program made $157 million in citizen directed investments in city neighborhoods. $170 million more will be invested during the next decade. Property values are rising in every neighborhood in the city.

The Minneapolis Empowerment Zone (EZ) initiative is improving the economic wellbeing of neighborhoods and citizens in need. Since receiving our EZ designation in 1999, the City has garnered nearly $122 million in funds for Empowerment Zone activities, including funds leveraged through organizations working with EZ.

Affordable Housing

Like many communities across the country, Minneapolis is facing an affordable housing crisis. It is estimated that in Minneapolis alone, there is a shortage of about 15,000 units of affordable housing. Addressing the crisis is a top priority.

Since 1994, the Minneapolis Community Development Agency (MCDA) has assisted in the development and preservation of nearly 4,300 units of affordable housing. Last year, acting on the recommendations of the Minneapolis Affordable Housing Task Force, the MCDA set a three-year goal of 2,110 new and preserved units of affordable housing and is on track to reach that goal.

Several major housing projects have moved forward. The MCDA loaned over $38 million in 2000 to help Minneapolis families buy or rehabilitate homes. These new projects will

give over 1,400 families homes to own, 561 families homes to rent, and 561 low-income families homes to rent.

Mayor Sayles Belton is also leading regional and federal efforts to address the housing crisis. She co-chaired the Metropolitan Council's Mayors' Task Force on housing, which releases a report with recommendations for solutions such securing one percent of the state's General Fund for affordable housing.

As a Trustee of the US Conference of Mayors (USCM), Mayor Sayles Belton is helping to launch a new partnership between the USCM and the Mortgage Bankers Association of America to create the Council for Investment in the New American City. The Council has two primary goals: incentives at the federal level to increase production and more federal funding for housing.

Major Infrastructure

Investments in the City's infrastructure are essential to livable communities. The City has made significant commitments to improve its sewer and water systems, including an eight-year $124 million ultrafiltration system for cleaner water and a seven-year, $75 million flood mitigation program.

Quality, accessible transportation is also an important component of a livable city. Light Rail Transit has become a reality in Minneapolis. Ground has been broken on neighborhood stations and construction will begin soon on the lines that connect the downtown area to the airport, Mall of America and suburban communities. Other high speed and commuter rails lines will be developed in the future. The mayor is exploring the prospect of a Grand Central Station in downtown Minneapolis to connect all of the city's transportation networks.

A Clean and Preserved Natural Environment

Through strong public/private partnerships, significant improvements have been made in water quality in the city's lakes. Mayor Sayles Belton has been a leader in fighting for relief from the environmental pollution caused by airplane noise. Mayor Sayles Belton has also been a long-time leader the cleanup and redevelopment of hundreds Brownfields sites in Minneapolis.

CITY OF NEW ORLEANS
Mayor Marc H. Morial

"Leading New Orleans—America's Comeback City"

Mayor Marc H. Morial has led a dramatic turnaround in New Orleans and in city government since he was first elected in 1994. His tireless energy and enduring commitment to change has continued in his second term, generating a renewed sense of public confidence, the strongest economy in decades, improved public safety and revitalized neighborhoods. Innovative programs and unprecedented coalitions have set a new public standard for city government, making New Orleans the 21st century comeback city.

Public Safety

Mayor Morial's visionary leadership has made the reorganization of the New Orleans Police Department a model of reform for municipalities around the world. Reforms included raising requirements for new recruits, higher pay and the establishment of a Public Integrity Division to hear complaints and monitor officers. The City of New Orleans has come from worst to first in crime reduction and police reform. Since 1994,overall violent crime has fallen more than 40%, helping to spur unprecedented housing and economic revitalization.

In 1998, FBI statistics showed that between 1996-1998, New Orleans had a higher rate of violent crime reduction than any other big city in America. Today, the crime rate is far below other Southern cities like Atlanta, Birmingham, Tampa, Miami and Dallas.

In October 1998, Mayor Morial led the first suit in the nation against gun manufacturers to redress the cost of treating many gun injuries and fatalities and to prevent future injuries, especially accidental shootings and juvenile suicides. Since Mayor Morial launched the suit, over 30 cities and organizations, including the NAACP, have followed with similar lawsuits, bringing the issue of gun safety to national attention and creating a unified voice against powerful gun lobby.

Mayor Morial enacted the nation's toughest juvenile curfew in 1994, and, since then, juvenile armed robbery has fallen 44%, and juvenile murders are down 75%. Overall juvenile crime now averages a 5%-10% drop a year.

Quality of Life

According to the National Association of Realtors, New Orleans had the nation's 5th highest increase in home values in 1998. Since 1994, average home value has risen 46% and average home selling price is up 52%

Aggressive lobbying in Washington increased community development funding to more

than $29 million in 1999, which includes CDBG money, HOME Funds, emergency shelters and housing for people living with AIDS.

In an effort to bridge the digital divide of urban communities, New Orleans recently received the Urban Challenge Award to fund the construction of computer kiosks at sites that will connect at-risk students with training alternatives and job opportunities. New Orleans was one of ten U.S. cities to receive the $1 million 3Com grant for networking equipment and services.

Economic Development and Workforce Investment

The U.S. Department of Labor awarded a $2.7 million federal grant to the city for intensive employee training. The technological employment grant addresses the shortage of technological skills in the labor force by transforming the unqualified and unemployed into highly skilled job candidates.

The American Can revitalization project continues thanks to $6 million in competitive grants and loans garnered by the city to put the large urban brownfield back into commerce. The project includes conversion of the 7.1 acre former industrial factory into residential and commercial space. The initiative creates 250 construction jobs and 75 permanent jobs with opportunities for low income persons and current welfare recipients and is expected to rejuvenate the Mid-City neighborhood.

The newly built $100 million New Orleans Arena is now home to the city's professional hockey team, the Brass, the Tulane University basketball team and major international concerts and events. The new arena is one of the most dynamic professional sports complexes in the country and makes New Orleans a heavy contender for new NBA and NHL franchises.

The $247 million, mammoth expansion to Phase III of the Ernest N. Morial Convention Center increased the facility's space by nearly 60%, making the center one of the three largest of its kind in the nation. With New Orleans now in an elite class for attracting large scale conventions, plans for the construction of Phase IV are currently being laid.

New Orleans was named the ninth most stimulating and artistically inviting city in the country in an annual article published in American Style Magazine. The city was also named America's most Exciting City as an urban vacation destination in a survey study conducted by Longwoods International, based in Toronto, Canada.

In 2000, a record 14 million visitors traveled to New Orleans. The annual Mardi Gras celebration, which generates over $1 billion, as well as the Sugar Bowl and the Jazz and Heritage Festival are perennial attractions. Complemented with Bayou Classic and the summer Essence Music Festival, New Orleans has become the leader in multi-cultural tourism and a national model for hosting large-scale special events.

Transportation and Infrastructure

To date, $55 million of Federal Transit Administration New Start funds have been obtained through Congressional appropriation for the Canal Streetcar Rail Project in New Orleans. The $156 million dollar transportation initiative will reduce traffic congestion and establish service through the Canal Street corridor from the New Orleans Mississippi Riverfront to Mid-City neighborhoods. And, as the designated hub of the proposed High Speed Southern Rail Project, New Orleans is preparing for a high-speed commuter rail line connecting the city=s Downtown Central Business District to the Airport and helping to unite the entire region.

An $850 million renovation project, lower landing fees and a new master concessionaire have encouraged airlines to schedule more direct and nonstop flights to the New Orleans International Airport. Since 1994, the airport has nearly doubled the number of direct and nonstop flights to destinations across the U.S., Canada and Latin America. Today, there are 95 direct and nonstop flights from New Orleans to more than 70 U.S. and international destinations.

CITY OF PASADENA
Mayor Bill Bogaard

"Pasadena Builds On Strengths To Meet City Needs"

The favorable economic climate of recent years has allowed the City of Pasadena, California, to think strategically about the needs of the community, and success is coming into focus. Good progress is evident in regard to new business development and improved learning opportunities for public school youngsters.

Although public funds are involved in this effort, the principal factors leading to the momentum underway are leadership, community consensus and commitment, and strong involvement by the private sector and publicly spirited foundations.

Pasadena initiated a strategy to promote the establishment of new biomedical enterprise in the City, with the arrival of President David Baltimore at the California Institute of Technology three years ago. Caltech wishes to facilitate technology transfer by its professors and students in the exciting new field of biomedics. Pasadena wants to strengthen and diversify its economy, providing job opportunities at all levels of employment skills. The combination, with the active participation of other prominent institutions, such as Jet Propulsion Laboratory and Huntington Medical Research Institute, has already achieved significant results.

An area of the City has been zoned to accommodate biomedical enterprise development, and several projects are underway. Moreover, with the City profile gained from this initiative, many technology based companies are locating in Pasadena in other commercial centers of activity. The leadership and employees of these enterprises are attracted, in part, by the rich diversity of cultural institutions and neighborhoods that are safe, unique and family friendly.

One of the most effective City techniques to facilitate new business activity is the City's willingness to purchase or build parking facilities and operate them with the interests of all users in the area as the guiding principle. Tax exempt financing facilitates some of these projects. Decisions are made on the basis of careful analysis of the investment quality of the project, so the City's funding—an investment, not a subsidy—is recovered within a reasonable period of time. The community benefits continue for many years.

This focus on parking has been used to support the biomedical corridor; a $200 million mixed use retail, entertainment and residential center in Pasadena's Civic Center, a retail and restaurant section surrounding the famous Pasadena Playhouse; and mixed use projects surrounding light rail passenger stations under construction for the Blue Line Transit System now under construction. The Blue Line will transport passengers between six locations in the City of Pasadena and downtown Los Angeles, with additional stops in South Pasadena and in neighborhoods of northeast Los Angeles.

At the same time, after school programs have come to be recognized in Pasadena as providing a needed supplement to the work of public schools—in recent years, more than $20 million has been committed to provide academically valid after-school programs involving recreation, cultural enrichment and mentoring, among other opportunities, on the campuses of 2/3 of the Pasadena public school campuses, in community centers, and in our theaters, auditoriums and symphony halls.

The thrust of this initiative at present is to seek ongoing funding for these after-school programs so they become a permanent part of young peoples' educational experience.

In an era when public subsidies fail to garner strong political support, the City of Pasadena is using creativity and commitment to partner with private sector participants and dedicated institutions like Caltech to revitalize Pasadena as a place to live and work, to enjoy overall a high quality of life.

CITY OF PROVIDENCE
Mayor Vincent A. "Buddy" Cianci

"The Transformation Of One Of America's Oldest Cities"

Providence today is regarded as one of the most successful examples of urban revitalization in the country. This success has taken more than 25 years to achieve. It has required a close working relationship between the government and the private sector for more than a generation. The key achievement has been to transform brownfields and polluted rivers into dramatically rendered public spaces that have strong commercial appeal.

The $150-million public investment in a newly engineered environment has been rewarded with $1.5 billion of new commercial investment to date. Land values, less than $3 per square foot 20 years ago, approach $100 a foot today.

In the mid-1970s, Providence was a dying city. Manufacturers, major retailers, and the middle class were leaving the city in droves. Empty storefronts, empty factories, and declining real estate values were commonplace. An old factory town with faded neighborhoods, Providence could not compete with the new suburban communities 15 minutes down the interstate.

Beginning in 1978, however, Providence began a strategic planning process that has given dramatic new life to Rhode Island's capital city. We saw an opportunity to transform a former railroad yard into a highly valuable new commercial center. In Providence – as in many other cities – the railroads and the interstate highways were built on the flat plains adjacent to the city's rivers. As railroad freight operations faded, we were left with vacant land that is adjacent to the established downtown, the interstate highway system and the old industrial rivers. It became our challenge to extract the real estate value from this mix of neglected uses.

Providence took bold action. We relocated the passenger main line. We relocated the channels of three rivers. And we are about to relocate an interstate highway. In the resulting "found" space, we created an entirely new and elegant urban environment that complemented the historic city on the edges of the railroad yard. We built a system of river walks that meander through the city. We built a spectacular new riverfront park, with an outdoor amphitheater and gourmet restaurants as attractions. We created a stunning new ice-skating rink in the center of the city. We created sweeping lawns that stretch from the glorious McKim Mead & White State House. And we built a new highway interchange that funnels traffic from all four directions directly into the new district, known as Capital Center.

Most of the public capital came from various federal transportation sources, including federal dollars for refurbishing the Northeast rail corridor between Boston and Washington. The city's share of the $150-million cost was only about $15 million.

To date, there has been about $1.5 billion of new commercial investment in Capital Center. In addition to bank towers, hotels, a convention center, and luxury apartments, the most

impressive investment to date has been the Providence Place Mall. The $500-million, 1.3-million-square-foot mall is anchored by Nordstrom's, Lord & Taylor and Filene's, and includes seven sit-down restaurants and 17 movie screens. Eighteen months after the opening, the mall attracts as many people downtown to shop as come downtown to work. Half a billion dollars of additional development on vacant sites near the mall is in the works.

Providence has begun strategic planning on the development of additional commercial districts, following the same principles as the first. On the drawing boards are two "New Cities." Each is near the established downtown, near the rivers, and near the highways. There are hardly any residents in the two New Cities. Instead, we have a riverfront polluted by the petroleum industry, and a riverfront polluted by a hundred years of mill manufacturing. The challenges are great, but the rewards will be significant as well. Whereas there are about 50 acres in Capital Center, there are about 400 acres in the two New Cities. We are confident of our ability to deliver high-quality and affordable acreage in several stages over the next ten to twenty years. By this means, we intend to guarantee a prosperous 21st century for one of America's oldest cities.

CITY OF RENO
Mayor Jeff Griffin

City staff reported progress Tuesday toward ten specific goals set by the Reno City Council in May, 1996. Staff presented more than 125 projects undertaken over the last four years to further the City Council's goals.

Mary Henderson, director of the City's Community Relations Division, gave credit for much of the progress to involved citizens. "We have about 360 members of boards and commissions in Reno, who give 150,000 hours of service each year to their community. I can't imagine that there is another government in Nevada doing as much as we do to get residents involved in their community," Henderson added.

Here are the goals and a few major accomplishments for each:

I. Develop to the fullest potential financial resources.

- The City created a stabilization fund to ensure funding in case of an economic downturn. Currently the fund has over $5 million, or approximately 4 percent of the General Fund's annual revenues.

- The City Council adopted a policy to keep at least 4 percent of General Fund annual expenditures as a balance in the fund at the end of each year.

II. Promote the safety of the community and a feeling of security among citizens and visitors.

- Reno Police substations now exist on Neil Road, in Stead, and in the National Bowling Stadium. Additionally, the downtown bike team will staff a new of5ce at the Riverside 12 Century Theater downtown.

- Downtown directional signs, pedestrian countdown signals, the river patrol, kids korner program, park rangers and the SAVE (Senior Auxiliary Volunteer Effort) program all make Reno a safer place to live.

III. Plan and assure 'infrastructure reliability and regulatory compliance.

- The City of Reno has established strategic plans for infrastructure and street maintenance, providing for a focused effort on improving these areas.

- Community pride grants, new parks, improvements in existing parks, new community centers, and river trails have improved the state of public service infrastructure in Reno.

IV. Revitalize downtown Reno as the economic, civic and cultural center of the community.

- The City of Reno launched ARTown in 1996 and attracted 30,000 people. In 2000, the event attracted 135,000 people and approximately $5 million in economic benefit. ARTown received a prestigious award from the International Downtown Association in 2000.

- Public projects like the Riverside 12 Century Theater, the Riverside Artist Lofts, West Street Plaza, and McKinley Park Arts and Culture Center combine with private investments like the Siena Hotel, Harrah's Plaza, and the AT&T expansion to make downtown Reno the cultural and commercial heart of northern Nevada.

V. Provide for maximum efficiency and effectiveness in the delivery of City services.

- Audits have been conducted of the Reno Police Department; Municipal Court; Public Works; Parks, Recreation and Community Services; and Animal Services departments.

- New efficiencies have been created in processing business licenses, public safety, planning, records, finance and other City departments.

VI. Provide responsive customer service and fair and open public processes.

- The Permit Place is a one-stop shop for building permits and other city services. This operation has become a national model for customer service.

- The Ombudsman program, the Traffic Safety Advocate program, community liaisons, and new services on the City website are each examples of successful outreach efforts.

VII. Promote confidence in the expenditure of public funds by informing, educating, and involving citizens.

- Each Neighborhood Advisory Board has a coordinator to assist with communication and projects funded by Community Pride Grants.

- The Reno Citizens Institute, Sampler Tours, the Conference of Neighborhoods, Citizen Police Academy, and boards and commission all provide opportunities for residents to get involved in their city government.

VIII. Serve as a leader to promote regional action to ensure effective, efficient and equitable delivery of services for the residents of Reno.

- The consolidated Fire Department will improve service throughout the Truckee Meadows, provide for a more rational location of fire stations to avoid overlapping resources, and will save approximately $5 million over the next three years.

- The City of Reno is working closely with Sparks and Washoe County to resolve the issue of fiscal equity, and to update the Regional Plan to provide for managed growth over the next 20 years.

IX. Plan growth which is sensitive to the environment and recognizes significant community resources.

- The Visual Preference Survey allowed citizens to help determine how their city will look and feel in the future.

  The Reno Master Plan was adopted in 1997, with three major goals: Enhance the urban core, Conservation of neighborhoods, and Connecting the master plan to fiscal policy.

X. Encourage a diversified economic base which provides for long-term economic health and improved quality of life.

The City-wide business plan encourages knowledge-based industries and promotes existing tourism and logistics business clusters.

The City has received a federal loan and grant, which is being used to create a small business incubator, business improvement loans, and housing in the East Fourth Street/Wells Avenue area.