

 National Endowment for the Arts

THE MAYORS' INSTITUTE ON CITY DESIGN



In partnership with
The U.S. Conference of Mayors and
The American Architectural Foundation



Helping Communities Design Their Futures

Dana Gioia
Chairman
National Endowment
for the Arts

Of all the programs sponsored by the National Endowment for the Arts, it is hard to imagine one that has done more tangible public good than the Mayors' Institute on City Design. Since its creation almost twenty years ago, the Institute has graduated more than 625 mayors, many of whom have returned to their cities with a renewed sense of purpose and a newfound belief in the power of design.

The inspiring results can now be documented. Cities have been reconnected to their waterfronts, highways replaced by tree-lined boulevards, new civic buildings well located and beautifully designed. Even a short list of this program's many accomplishments demonstrates the positive leadership and informed counsel the Mayors' Institute has provided to communities across the nation.

My conversations with the program's alumni, without exception, have yielded compelling stories of specific physical outcomes that would not have occurred without the inspiration and education offered by the Institute. Some of these are discussed in the pages ahead.

The Arts Endowment is convinced that skillful civic design makes a concrete impact on the character of a community and the lives of its citizens. For this reason, we will continue our strong support of the Mayors' Institute on City Design as one of the agency's signature programs. I am grateful to our partners, the American Architectural Foundation and the U.S. Conference of Mayors, for their stewardship of this program. I hope that you will join us in helping the Institute bring its powerful message to even more mayors and cities.

Dana Gioia



J. Thomas Cochran

Executive Director
The U.S. Conference of
Mayors

“America is defined by its cities. And cities are defined and made memorable by their landmarks, their waterfronts, their neighborhoods, their great public spaces. No one has more influence on a city’s design than its mayor, and that’s why the Mayors’ Institute on City Design is so powerful. It brings together mayors with designers who help them implement their vision for their cities in the best possible way. That’s why the U.S. Conference of Mayors is such an enthusiastic partner in the Mayors’ Institute.”



Ron Bogle

President & CEO
The American Architectural
Foundation

“Since 1986, the Mayors’ Institute has been elevating city design as a priority for the chief elected officials of our cities. We are preparing for an era in which design will be at the top of the agenda for cities that want to compete and succeed. These are dynamic, innovative times, which only elevate the need for the Institute.”



Carol Coletta

Executive Director
The Mayors’ Institute on
City Design

“The greatness of this nation is directly linked to the greatness of our cities. They are the centers of commerce, culture and creativity. One thing is certain: no one has more impact or influence on the quality of city development than its mayor. A mayor who understands design—the issues of scale, diversity, public spaces and livability—is a mayor shaping a city that will succeed.”



The Mayors' Institute on City Design

Jeff B. Speck
Director of Design
National Endowment for
the Arts

Design is the one art that surrounds us every day, whether we want it to or not, and its quality can have a profound effect on the quality of our lives. Nowhere is this more evident than in the American city, where the ground is literally layered with generation after generation of design decisions, some for good and some for ill, that together constitute the public realm. This environment is the work of many hands, but no single hand can be said to have as profound an impact as that of the American mayor. Such was the realization of Charleston's Joseph P. Riley, as he wrote to his friend Jaquelin Robertson:

I have often said that I am the chief urban designer of my city. By that I mean that because of my position as mayor, I have many opportunities to affect proposed developments...making them better for the city or allowing them to be ordinary—or worse.

In this 1985 letter, Mayor Riley first proposed the idea of a program that would give mayors a better understanding of how design could be used to improve their cities. After some discussion, the two men presented the concept to Adele Chatfield-Taylor at the National Endowment for the Arts, who agreed to fund a Mayors' Institute on City Design.

The first Institute, held in 1986 at Thomas Jefferson's "Academical Village" at the University of Virginia, surprised even its creators. The energizing effect of bringing mayors and designers together in an intimate setting, apart from the day-to-day concerns of running a city, was immediately evident. The mayors spread the word, and demand for similar workshops led to two new national Institutes every year. In 1990, four regional Institutes were also created, to reach a wider range of cities. These Institutes are hosted by design schools across the country, including Harvard University, the University of Texas, and University of California at Berkeley, among others.

Now, as for the past decade, a Mayors' Institute takes place somewhere around the country every 60 days.

The Mayors' Institute on City Design is based on one simple premise: that in American cities, design matters. Or, more precisely, that physical design is a fundamental tool that mayors can wield to positively affect the social well-being and economic vitality of their cities.

The structure of the Institutes has remained the same since its inception: eight mayors, eight designers, and eight problems, all locked in a room for two and a half days—no staff, no media, no sound bites or grandstanding—just 16 men and women talking about design. Each mayor brings his or her city's most critical urban design issue to discuss and, following the case-study method, general principles evolve out of specific problems.

Despite the intimate nature of its proceedings, the Institute has graduated more than 625 mayors. Many of these are still in office, and a half dozen are either in Congress or in a governor's mansion. The program has also graduated over 400 designers—nationally known experts like Henry Cobb and Billie Tsien—who have often commented on learning as much from the mayors as the mayors have learned from them. Design is a two-way street, and the Mayors' Institute was founded both to educate mayors about design and to educate the design community about the latest practical needs of our cities.

Recognized in 2000 with a Presidential Award for Design Excellence, the Mayors' Institute acknowledges that cities are the biggest and most complex things that humans create. When they are made well, we all flourish. Indeed, the design of our urban environments affects not just how we live, but who we are. As Winston Churchill put it, "We make our cities and then our cities make us."

The central goal of the Institute remains much the same as it was in 1985: to inspire mayors to make the most of their powerful role as the chief designers of their cities. As observed by the *Boston Globe's* Robert Campbell:

Nobody else is designing the American city. A lot of people are designing parts of it...but no one can put together the whole picture in any city quite the way the mayor can. Mayors have a unique opportunity. The Mayors' Institute helps them seize it.



Sharpe James

Mayor of Newark, NJ
MICD 7, 1989

"I am deeply indebted to the National Endowment for the Arts for the opportunity to participate in the Mayors' Institute. Although I knew what I wanted to do in Newark when I became mayor in 1986, this program taught me the tremendous value of good design in rebuilding a city to make it attractive and easily accessible to residents, commuters, and visitors."



Mayor John Hickenlooper confers with Susan Rodriguez of Polshek Partnership Architects over the design of Denver's Union Station Plaza.

“...a decision about the physical design of a city will influence the city and its people for generations.”



Design and the American Mayor

Joseph Riley
Mayor of Charleston,
South Carolina

America was settled by people who desired a rural, agrarian experience. But now we are the largest urban nation in the world. Increasingly, the daily lives of most Americans are influenced by towns and cities. The extent to which our towns and cities are places of beauty, order, and inspiration is the extent to which this civilization in America will thrive.

Who is chiefly responsible for the successful design of a city? The mayor is. But until the Mayors' Institute, few mayors realized this responsibility and opportunity.

We mayors exhaust ourselves with lots of decisions—political, personnel, budget. But 100 years from now, there will be no real evidence of how we made those decisions. In contrast, a decision about the physical design of a city will influence the city and its people for generations. This was my awakening: that mayors can be and should be the chief urban designers of their cities.

Mayors are quick studies. They are smart, or they wouldn't get elected. They are adroit; they can handle problems and challenges and quickly become learned in them. But few have any real experience or training in their greatest responsibility, the physical design of the city. And all design decisions come across the mayor's desk.

Mayors come to the Institute as regular people, but I promise you, they leave as zealous apostles of good urban design. You can see the light bulbs go off in their minds. They start fidgeting. They can't wait to get home. They want to get it going, whether it reaffirms instincts they had or they are secretly alarmed by the bad decisions they have made. At one recent Institute, a mayor said, "Stop! Wait! Don't say anything. I have to make a phone call. They are doing the wrong thing back home. I have to stop them before it is too late."

They not only leave the Mayors' Institute as changed people, but they go home and they change their cities. More than 625 mayors have gone back with new opportunities and responsibilities and duties.

I can take you from Anchorage to West Palm Beach, from Honolulu to Boston, and show you parks and fountains, new downtowns, restored Main Streets, affordable housing skillfully designed, splendid public grounds, and so much more that has been shaped by a mayor's participation in the Institute.

The former mayor of Sacramento sent me a note a few months ago that said, “Remember, Mayor, I came to the Institute with a design issue, but what I learned was that we hadn’t protected our state capitol. I went back, brought in designers, and we created a new planning requirement so that large buildings couldn’t be built right in front of the state capitol of California.”

The mayors go home accepting the responsibility of being their city’s chief urban designer. They don’t go back as architects or landscape architects or planners. They go back as leaders, accepting the responsibility to make the physical development of their cities more worthwhile.

Now, these are physical things that lend themselves to statistics. But in the final analysis, it is the human experience that counts. That is what this is about.

We built a waterfront park in our city that could have been a gated, high-rise, private, big-tax-base center. Instead, we made it a beautiful park for all people. And one morning right after we built the park, I was jogging past, and I saw a fellow sitting on the edge of the park. I didn’t disturb him, but I saw him again two weeks later. I knew this fellow. He had epilepsy. His job was sweeping up in front of a filling station and shining shoes. He rode a bicycle and lived with his mother. He couldn’t travel; Charleston was his entire world. And I said, “I saw you, Clarence, at the park the other morning. You go there often?” And he said, “Yes, I go every day.” And I asked, “Why?” He said, “Mayor, because it is so beautiful, and I love it when the sun comes up, and the big ships are coming into the harbor.”

In our country now, it is not the whippoorwill on the fencepost along a rural trail that is a daily experience for most Americans. Rather, it is the streets and public places in cities. Because of the work of the Mayors’ Institute on City Design, these daily experiences for our citizens are increasingly those of beauty, order, and inspiration worthy of a great nation.



Charleston's
Waterfront Park



R. T. Rybak

Mayor of Minneapolis, MN
MICD 33, 2004

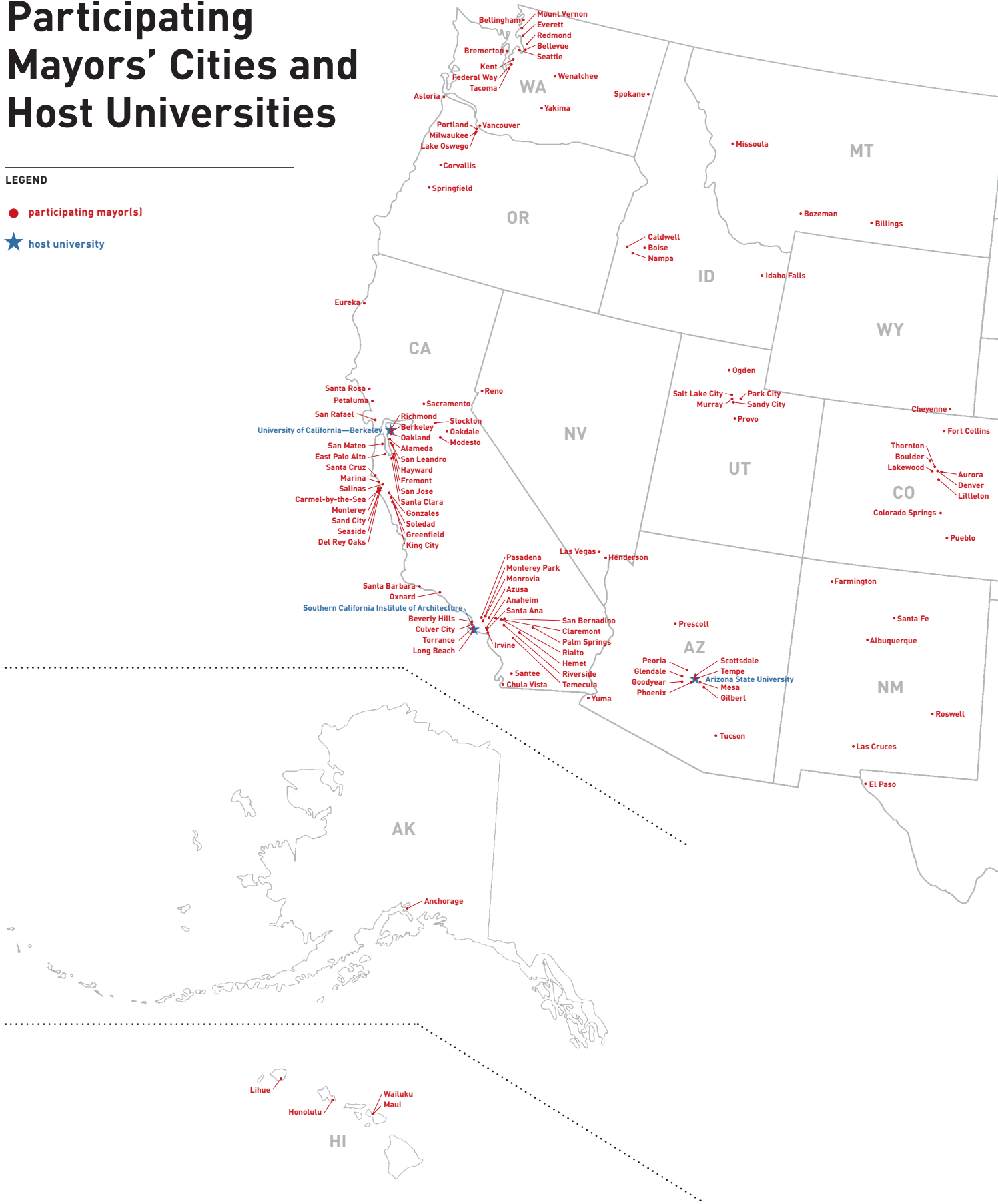
“The Mayors’ Institute was one of the most rewarding experiences I have had as mayor. It allowed me to talk about big visions with great minds in a collegial setting mayors can’t often experience. I came back refreshed, refocused and more determined than ever to improve the quality of design in my city. I would strongly encourage anyone lucky enough to be invited to take advantage of this great opportunity.”

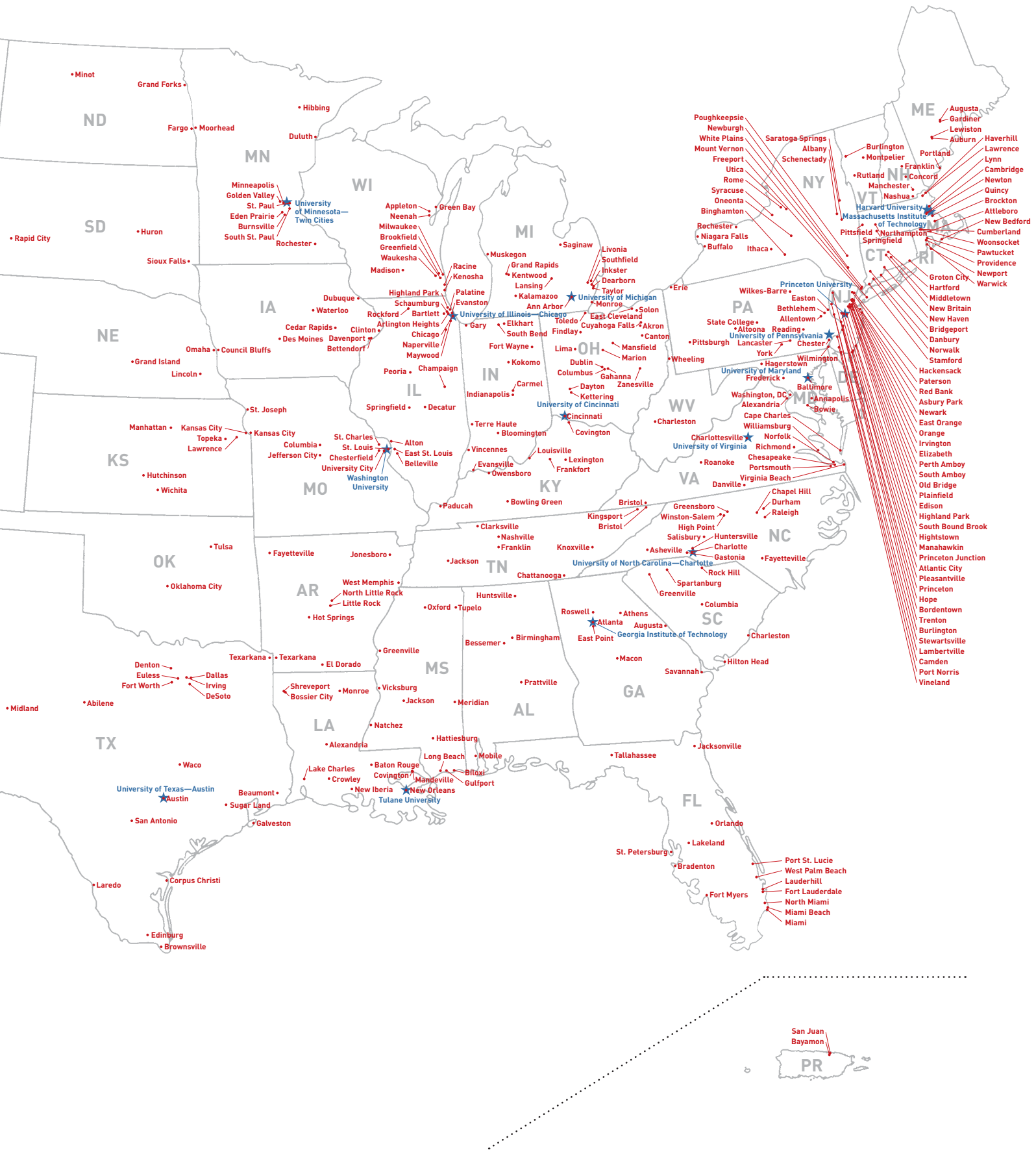
Participating Mayors' Cities and Host Universities

LEGEND

● participating mayor(s)

★ host university





Alumni Mayors as of September 2004

More than 625 mayors have participated in the Mayors' Institute on City Design.



Curt Pringle

Mayor of Anaheim, CA
MICD 33, 2004

“The Mayors’ Institute on City Design has played a pivotal role in carrying out my vision for the City of Anaheim. What I learned there has facilitated better collaboration among our planners and traffic engineers, and the fresh perspective we gained will add tremendous value to our downtown revitalization plan now underway. The Mayors’ Institute is based on the idea that the most valuable asset a city can build is a better community, but that intangible asset can only be achieved through tangible, deliberate means.”

ALABAMA

Bessemer	Quitman Mitchell
Birmingham	Richard Arrington, Jr. Bernard Kincaid
Huntsville	Steve Hettinger
Mobile	Michael C. Dow
Prattville	Jim Byard, Jr.

ALASKA

Anchorage	Tom Fink Rick Mystrom Mark Begich
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ARIZONA

Gilbert	Wilburn Brown Cynthia Dunham
Glendale	Elaine M. Scruggs
Goodyear	William Arnold
Mesa	Keno Hawker
Peoria	Ken Forgia
Phoenix	Terry Goddard
Prescott	Paul Daly
Scottsdale	Herbert Drinkwater Sam Campana
Tempe	Neil Giuliano
Tucson	Tom Volgy
Yuma	Marilyn Young

ARKANSAS

El Dorado	Mike Dumas
Fayetteville	Fred Hanna, Jr. Dan Coody
Hot Springs	Helen Selig
Jonesboro	Hubert A. Brodell
Little Rock	Lottie Shackelford Jim Dailey
North Little Rock	Patrick Henry Hays
Texarkana	Danny Gray
West Memphis	Keith Ingram

CALIFORNIA

Alameda	Ralph Appezzato
Anaheim	Tom Daly Curt Pringle
Azusa	Cristina Cruz Madrid
Berkeley	Shirley Dean Tom Bates
Beverly Hills	Meralee Goldman Vicki Reynolds

Carmel-by-the-Sea	Sue McCloud
Chula Vista	Tim Nader
Claremont	Karen Rosenthal Koehler
Culver City	Edward Wolkowitz Sandra J. Levin Jozelle Smith
Del Rey Oaks	Jack Barlich
East Palo Alto	Sharifa Wilson
Eureka	Nancy Flemming
Fremont	Gus Morrison
Gonzales	Matt Gourley
Greenfield	J.M. Romo
Hayward	Michael Sweeney
Hemet	Lori Van Arsdale
Irvine	Larry Agran
King City	John Myers
Long Beach	Beverly O'Neill
Marina	Jim Perrine
Modesto	Peggy Booth Mensinger
Monrovia	Carol Whiteside
Monterey	Lara Blakely
Monterey Park	Dan Albert
Oakdale	Dan Albert
Oakland	Rita Valenzuela
Oxnard	Pat Kuhn
Palm Springs	Elihu Harris
Pasadena	Manuel Lopez Ron Oden William E. Thomson, Jr. Rick Cole
Petaluma	Bill Bogaard
Rialto	Patricia Hilligoss
Richmond	John Longville
Riverside	Rosemary Corbin Irma Anderson
Sacramento	Terry Frizzel Ronald Loveridge
Salinas	Anne Rudin
San Bernadino	Heather Fargo Anna Caballero
San Jose	Judith Valles W. R. "Bob" Holcomb
San Leandro	Lawrence Stone
San Mateo	Ellen Corbett
San Rafael	Shelia Young
Sand City	Sue Lampert
	Albert J. Boro
	David Pendergrass

Santa Ana	Tom Lutz
Santa Barbara	Sheila Lodge
	Marty Blum
Santa Clara	Judy Nadler
Santa Cruz	Katherine Beiers
Santa Rosa	Sharon Wright
	Michael Martini
Santee	Jack Doyle
Seaside	Jerry Smith
	Don Jordan
Soledad	Richard Ortiz
Stockton	Joan Darrah
	Gary Podesto
Temecula	J. Sal Muñoz
Torrance	Dan Walker

COLORADO

Aurora	Paul E. Tauer
Boulder	Linda Jourgensen
	Leslie Durgin
Colorado Springs	Mary Lou Makepeace
Denver	Wellington Webb
	John Hickenlooper
Fort Collins	Susan Kirkpatrick
	Ann Azari
	Michael Powers
Lakewood	Linda Morton
	Steve Burkholder
Littleton	Pat Cronenberger
	Susan Thorton
Pueblo	Corinne Koehler
Thornton	Noel Busck

CONNECTICUT

Bridgeport	Joseph Ganim
Danbury	Gene Eriquez
Groton City	Dolores Hauber
Hartford	Carrie Saxon Perry
	Mike Peters
	Eddie Perez
Middletown	Domenique Thornton
New Britain	Lucian Pawlak
New Haven	John DeStefano, Jr.
Norwalk	William Collins
Stamford	Dannel Malloy

DELAWARE

Wilmington	James Sills, Jr.
	James Baker

DISTRICT OF COLUMBIA

Washington	Anthony Williams
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FLORIDA

Bradenton	Wayne Poston
Fort Lauderdale	Robert O. Cox
	Jim Naugle
Fort Myers	Wilbur C. Smith III
	Bruce T. Grady
	Jim Humphrey
Jacksonville	John Delaney
Lakeland	Ralph L. "Buddy" Fletcher
Lauderhill	Richard Kaplan
Miami	Manuel Diaz
Miami Beach	Neisen Kasdin
North Miami	Christine Moreno
Orlando	Glenda Hood
Port St. Lucie	Robert Minsky
St. Petersburg	David J. Fischer
Tallahassee	Dorothy Inman-Crews
	John Marks
West Palm Beach	Nancy Graham
	Joel Daves
	Lois Frankel



In Miami Beach, design preservation has been credited with a dramatic economic turnaround.

Courtesy of and photo by James Russell

GEORGIA

Athens	Gwen O'Looney
	Doc Eldridge
	Heidi Davison
Atlanta	Shirley Franklin
Augusta	Charles DeVaney
	Bob Young
East Point	Patsy Jo Hilliard
Macon	Lee Robinson
	Tommy Olmstead
	Jim Marshall
	C. Jack Ellis
Roswell	Jere Wood
Savannah	Susan Weiner
	Floyd Adams, Jr.
	Otis Johnson



Eddie A. Perez

Mayor of Hartford, CT
MICD 32, 2002

“As a new mayor, the workshop provided me with a great opportunity to establish a paradigm on how to evaluate my city’s urban fabric. It was also important for me to sit down with fellow mayors to discuss urban concerns and address challenges we tackle each day in our respective cities.”



Jim Marshall

U.S. House of Representatives
Former Mayor of Macon, GA
MICD 21, 1996

“I was a new mayor who had inherited a plan to replace our main street with a 45-mph throughway. I knew in my gut this was wrong, but I wasn’t sure what to do about it. Thanks to what I learned at the Institute, I could get away with saying “over my dead body.” My participation encouraged me, taught me and gave me the contacts I needed to stop the throughway and then reallocate the money toward a redesign and revitalization effort that is now underway, saving our downtown core. But for the Mayors’ Institute, I doubt we would have ended up saving the four city blocks that are now being rebuilt.”

Alumni Mayors continued

HAWAII

Honolulu	Jeremy Harris
Lihue	JoAnn Yukimura
Maui	Alan Arakawa
Wailuku	Linda Crockett Lingle

IDAHO

Boise	Dirk Kempthorne Brent Coles
Caldwell	Garret Nancolas
Nampa	Tom Dale
Idaho Falls	Thomas V. Campbell

ILLINOIS

Alton	Donald Sandidge
Arlington Heights	Arlene Mulder
Bartlett	Catherine Melchert
Belleville	Roger Cook
Champaign	Dan McCollum Gerald Schweighart
Chicago	Joan Barr
Decatur	Terry Howley
East St. Louis	Debra Powell
Evanston	Lorraine Morton
Highland Park	Daniel M. Pierce
Maywood	Joseph Freelon
Naperville	A. George Pradel
Palatine	Rita Mullins
Peoria	David Ransburg
Rockford	Charles E. Box Doug Scott
Schaumburg	Alan Larson
Springfield	Karen Hasara

INDIANA

Bloomington	Tomilea Allison
Carmel	James Brainard
Elkhart	James P. Perron
Evansville	Russell Lloyd
Fort Wayne	Paul Helmke Graham A. Richard
Gary	Thomas Barnes Scott King
Indianapolis	Bart Peterson
Kokomo	Stephen J. Dailey
South Bend	Joseph Kernan Stephen J. Luecke
Terre Haute	James Jenkins
Vincennes	Belle Kastin



Courtesy of White River State Park, © Banayote Photography, Inc.

In central Indianapolis, the Waterfront Capital City Landing project has transformed a no-man’s land into a new focus for urban life.

IOWA

Bettendorf	Ann Hutchinson
Cedar Rapids	Lee Clancey Paul Pate
Clinton	LaMetta Wynn
Council Bluffs	Tom Hanafan
Davenport	Thomas Hart Charles Brooke
Des Moines	Preston Daniels Frank Cownie
Dubuque	Terrance Duggan
Waterloo	Bernard L. McKinley John Roof III

KANSAS

Hutchinson	Frances Garcia
Kansas City	Carol Marinovich
Lawrence	Robert Walters
Manhattan	Edith Stunkel
Topeka	Harry “Butch” Felker Joan Wagnon
Wichita	Bob Knight

KENTUCKY

Bowling Green	Eldon Renaud
Covington	Denny Bowman
Frankfort	William I. May, Jr.
Lexington	Pam Miller
Louisville	Jerry Abramson Dave Armstrong
Owensboro	David Adkisson
Paducah	Geraldine Montgomery



Norm Coleman

U.S. Senate
Former Mayor of
St. Paul, MN
 MICD 19, 1995

“As mayor of Minnesota’s capital city, St. Paul, I realized that it was going to be important not only to have a plan for the future design of the city, but I would also need to find ways of working with designers, business owners, and residents to implement that plan. The Mayors’ Institute on City Design prepared me for ways to reflect and recognize the importance of creating an enduring vision for the future of the city, but more importantly, for generating solutions to make that vision a reality.”

LOUISIANA

Alexandria	Edward G. Randolph, Jr.
Baton Rouge	Tom Ed McHugh
Bossier City	George Dement
Covington	Keith Villere
Crowley	Isabella delaHoussaye
Lake Charles	Willie Mount
	Randy Roach
Mandeville	Eddie Price
Monroe	Robert Powell
	Abe Pierce
	Melvin Rambin
New Iberia	Cliff Aucoin
	Ruth Fontenot
New Orleans	Ray Nagin
Shreveport	Hazel Beard
	Robert “Bo” Williams

MAINE

Auburn	Lee Young
Augusta	William Burney, Jr.
Gardiner	Patricia Bourgoin
Lewiston	James Howaniec
	John Jenkins
	Kaileigh Tara
Portland	Thomas Allen
	John McDonough
	Karen Geraghty

MARYLAND

Annapolis	Ellen Moyer
Baltimore	Kurt Schmoke
Bowie	Gary Allen
Frederick	James Grimes
Hagerstown	Steven Sager

MASSACHUSETTS

Attleboro	Judith Robbins
Brockton	John Yunits, Jr.
Cambridge	Alice Wolf
Haverhill	Theodore Pelosi
Lawrence	Kevin Sullivan
	Patricia Dowling
Lynn	Patrick McManus
New Bedford	John K. Bullard
	Rosemary Tiernay
	Fred Kalisz, Jr.
Newton	Thomas Concannon
Northampton	David Musante, Jr.
	Mary Ford
Pittsfield	Gerald S. Doyle, Jr.
Quincy	James Sheets
Springfield	Robert Markel
	Michael J. Albano

MICHIGAN

Ann Arbor	Elizabeth Brater
	Ingrid Sheldon
	John Hieftjie
Dearborn	Michael Guido
Grand Rapids	Gerald R. Helmholdt
	John Logie
Inkster	Edward Bivens, Jr.
Kalamazoo	Robert Jones
Kentwood	William Hardiman
Lansing	Terry J. McKane
	David Hollister
Livonia	Robert Bennett
	Jack Kirksey
Monroe	C.D. “Al” Cappuccilli
Muskegon	Fred Nielsen
Saginaw	Gary Loster
Southfield	Donald Fracassi
Taylor	Gregory Pitoniak

MINNESOTA

Burnsville	Elizabeth Kautz
Duluth	Gary Doty
	Herb Bergson
Eden Prairie	Gary Peterson
	Jean Harris
Golden Valley	Mary Anderson
Hibbing	Richard Nordvold
Minneapolis	Sharon Sayles Belton
	R.T. Rybak
Moorhead	Mark Voxland
Rochester	Chuck Hazama
	Chuck Canfield
South St. Paul	Katherine Trummer
St. Paul	George Latimer
	James Scheibel
	Norm Coleman

MISSISSIPPI

Biloxi	A.J. Holloway
Greenville	C. C. “Frank” Self
Gulfport	Ken Combs
	Robert Short
Hattiesburg	Johnny Dupree
Jackson	Kane Ditto
	Harvey Johnson, Jr.
Long Beach	Robert Bass
Meridian	Jimmy Kemp
	John Robert Smith
Natchez	David Armstrong
	F. L. “Hank” Smith
Oxford	Patricia Lamar
Tupelo	Larry Otis
Vicksburg	Robert Walker



Sue Myrick

U.S. House of Representatives
Former Mayor of Charlotte, NC

MICD 4, 1988

“Having participated in the program and then seeing the positive results in my city, I would recommend the Institute to every mayor. Sometimes you get so wrapped up in the day-to-day issues of your city that it is hard to see the forest for the trees. The Mayors’ Institute allowed me to think outside the box and to learn from other mayors who had already tackled similar problems. In every respect, it was a very positive experience.”

Alumni Mayors continued

MISSOURI

Chesterfield	Nancy Greenwood
Columbia	Mary Anne McCollum Darwin Hindman
Jefferson City	Louise Gardner
Kansas City	Emanuel Cleaver II Kay Barnes
St. Charles	Robert Moeller Patricia York
St. Joseph	Glenda Kelly
St. Louis	Vincent C. Schoemehl, Jr. Freeman Bosley, Jr. Clarence Harmon Francis Slay
University City	Janet Majerus

MONTANA

Billings	James E. Van Arsdale Chuck Tooley
Bozeman	Tim Swanson Steve Kirchoff
Missoula	Daniel Kemmis Mike Kadas

NEBRASKA

Grand Island	Ken Gnadt
Lincoln	Bill Harris Mike Johanns Don Wesely Coleen Seng
Omaha	Hal Daub

NEVADA

Henderson	James Gibson
Las Vegas	Jan Laverty Jones
Reno	Pete Sferrazza Jeff Griffin

NEW HAMPSHIRE

Concord	William Veroneau
Franklin	Brenda Elias
Manchester	Ray Wiczorek Bob Baines
Nashua	Rob Wagner Bernard Streeter

NEW JERSEY

Asbury Park	Kevin Sanders
Atlantic City	James Whelan
Bordentown	William D. Nine, Jr.
Burlington	Herman Costello
Camden	Aaron Thompson Milton Milan
East Orange	Cardell Cooper Robert Bowser
Edison	George Spadaro
Elizabeth	J. Christian Bollwage
Hackensack	John F. Zisa
Highland Park	Meryl Frank
Hightstown	Amy I. Aughenbaugh
Hope	Timothy McDonough
Irvington	Sara Bost
Lambertville	David DeVecchio
Manahawkin	Carl W. Block
Newark	Sharpe James
Old Bridge	Barbara Cannon
Orange	Robert Brown
Paterson	Martin Barnes
Perth Amboy	Joseph Vas
Plainfield	Albert McWilliams
Pleasantville	Ralph Peterson, Sr.
Port Norris	George Garrison
Princeton	Barbara Boggs Sigmund
Princeton Junction	Shing-Fu Hsueh
Red Bank	Edward McKenna, Jr.
South Amboy	John O’Leary
South Bound Brook	JoAnne B. Schubert
Stewartsville	Robert Zellej
Trenton	Arthur J. Holland Douglas Palmer
Vineland	Perry Barse



The New Jersey Performing Arts Center invites audiences to a once derelict corner of downtown Newark.

Courtesy of New Jersey Performing Arts Center, © Jeff Goldberg/Esto

NEW MEXICO

Albuquerque	Louis E. Saavedra Martin Chavez
Farmington	Thomas Taylor
Las Cruces	Rubén A. Smith William Mattiace
Roswell	Thomas Jennings
Santa Fe	Samuel Pick Debbie Jaramillo

NEW YORK

Albany	Thomas M. Whalen III
Binghamton	Juanita Crabb Richard Buccì
Buffalo	Anthony Massiello
Freeport	Arthur Thompson
Ithaca	Alan J. Cohen
Mount Vernon	Ernest Davis
Newburgh	Audrey Carey
Niagara Falls	James Galie Irene Elia
Oneonta	David Brenner
Poughkeepsie	Paul Buccellato
Rochester	Thomas P. Ryan, Jr. William A. Johnson, Jr.
Rome	Joseph Griffo
Saratoga Springs	Almeda Dake
Schenectady	Karen Johnson Albert Jurczynski
Syracuse	Matthew Driscoll
Utica	Timothy Julian
White Plains	Alfred Del Vecchio S. J. Schulman

NORTH CAROLINA

Asheville	Charles Worley
Chapel Hill	Kenneth Broun Rosemary Waldorf Kevin Foy
Charlotte	Sue Myrick Patrick McCrory
Durham	Nicholas Tennyson William Bell
Fayetteville	Marshall Pitts, Jr.
Gastonia	Jennifer Stultz
Greensboro	V. M. Nussbaum, Jr. Carolyn Allen
High Point	Rebecca Smothers
Huntersville	Kim Phillips
Raleigh	Tom Fetzer
Salisbury	Susan Wear Kluttz
Winston-Salem	Martha S. Wood Jack Cavanagh Allen Joines

NORTH DAKOTA

Fargo	Bruce Furness
Grand Forks	Mike Polovitz
Minot	Orlin Backes

OHIO

Akron	Donald Plusquellic
Canton	Sam Purses
Cincinnati	Roxanne Qualls
Columbus	Michael Coleman
Cuyahoga Falls	Don Robart
Dayton	Rhine McLin
Dublin	Joel Campbell
East Cleveland	Wallace Davis
Findlay	John Stozich
Gahanna	Rebecca Stinchcomb
Kettering	Marilou Smith
Lima	David Berger
Mansfield	Lydia Reid
Marion	Jack Kellogg
Solon	Robert Paulson
Toledo	Carty Finkbeiner
Zanesville	Marilyn Swope

OKLAHOMA

Oklahoma City	Ronald Norick Kirk Humphries Mick Cornett
Tulsa	Rodger A. Randle Susan Savage

OREGON

Astoria	Edith Henningsgaard
Corvallis	Helen Berg
Lake Oswego	Judie Hammerstad
Milwaukie	Carlyn Tomei
Portland	J. E. "Bud" Clark
Springfield	Bill Morrisette

**Michael Coleman**

Mayor of Columbus, OH
MICD 30, 2001

"It was an awesome experience networking with my colleagues. We all had a common goal of building today for a positive tomorrow through revitalization of our cities. I highly recommend that mayors who have not participated in this program take advantage of it."



Phil Bredesen

Governor of Tennessee
 Former Mayor of
 Nashville, TN
 MICD 20, 1996

“The two days at the Mayors’ Institute absolutely changed my thinking on the design and placement of our city library. Now we have a wonderful new Robert Stern building directly on axis with our state capitol, when it might very well have ended up on a much less successful site. I came back from the Institute with a new process and a new way of thinking about the city.”

Alumni Mayors continued

PENNSYLVANIA

Allentown	Joseph S. Daddona William Heydt
Altoona	Thomas Martin
Bethlehem	Kenneth Smith John Callahan
Chester	Barbara Bohannon
Easton	Thomas Goldsmith
Erie	Joyce Savocchio Richard Filippi
Lancaster	Janice C. Stork Charlie Smithgall
Pittsburgh	Tom Murphy
Reading	Warren Haggerty, Jr.
State College	William Welch
Wilkes-Barre	Lee Namey Thomas D. McGroarty
York	Charles Robertson

PUERTO RICO

Bayamon	Ramón Luis Rivera
San Juan	Baltasar Corrada del Rio

RHODE ISLAND

Cumberland	Frank Gaschen
Newport	Robert McKenna David Gordon
Pawtucket	James Doyle
Providence	Vincent Cianci, Jr.
Warwick	Scott Avedisian
Woonsocket	Francis Lanctôt

SOUTH CAROLINA

Charleston	Joseph P. Riley, Jr.
Columbia	T. Patton Adams Robert Coble
Greenville	William D. Workman III Knox White
Hilton Head	Thomas Peeples
Rock Hill	Betty Jo Rhea Doug Echols
Spartanburg	James Talley William Barnett III

SOUTH DAKOTA

Huron	Merle D. Lewis
Rapid City	Jerry Munson
Sioux Falls	Jack White

TENNESSEE

Bristol	Sue Ojanen
Chattanooga	Gene Roberts John Kinsey
Clarksville	Don Trotter John Piper
Franklin	Thomas Miller
Jackson	Charles Farmer
Kingsport	Ruth Montgomery
Knoxville	Victor Ashe
Nashville	Philip Bredesen Bill Purcell

TEXAS

Abilene	Gary McCaleb
Austin	Frank Cooksey
Beaumont	Evelyn Lord David Moore
Brownsville	Ygnacio Garza Patricio Ahumada Henry Gonzalez Blanca Vela Eddie Trevino, Jr.
Corpus Christi	Mary Rhodes
Dallas	Laura Miller
Denton	Euline Brock
DeSoto	Richard Rozier
Edinburg	Joe Ochoa
El Paso	William Tilney Raymond Caballero
Eules	Mary Lib Saleh
Fort Worth	Kay Granger Kenneth Barr
Galveston	Janice R. Coggeshall Barbara Crews
Irving	Morris Parrish
Laredo	Saul N. Ramirez, Jr. Elizabeth “Betty” Flores
Midland	Robert E. Burns
San Antonio	Lila Cockrell Howard Peak Ed Garza
Sugar Land	David Wallace
Texarkana	James Bramlett
Waco	Robert Sheehy, Sr. Mike Morrison

UTAH

Murray	Daniel Snarr
Ogden	Glenn Mecham
	Matthew Godfrey
Park City	Bradley Olch
Provo	Lewis K. Billings
Salt Lake City	Palmer DePaulis
	Deedee Corradini
	Ross "Rocky" Anderson
Sandy City	Steven Newton

VERMONT

Burlington	Peter Clavelle
Montpelier	Ann Cummings
Rutland	Jeffrey Wennberg

VIRGINIA

Alexandria	Patricia Ticer
Bristol	Jerry Allen Wolfe
Cape Charles	Alex Parry
Charlottesville	Frank Buck
	Alvin Edwards
Chesapeake	William Ward
Danville	Linwood Wright
Norfolk	Joseph A. Leafe
	Mason Andrews
	Paul Fraim
Portsmouth	Gloria Webb
Richmond	Timothy Kaine
Roanoke	David Bowers
	Ralph K. Smith
Virginia Beach	Robert G. Jones
	Meyera Oberndorf
Williamsburg	John Hodges

WASHINGTON

Bellevue	Connie Marshall
Bellingham	Tim Douglas
	Mark Asmundson
Bremerton	Louis Mentor
Everett	Peter Kinch
	Edward D. Hanson
Federal Way	Debra G. Ertel
	Mahlon "Skip" Priest
Kent	Dan Kelleher
Mount Vernon	Skye Richendrfer
Redmond	Rosemarie Ives
Seattle	Greg Nickels
Spokane	Jack Geraghty
	John Powers
Tacoma	Karen Vialle
	Brian Ebersole
	Bill Baarsma
Vancouver	Bruce Hagensen
Wenatchee	Earl Tilly
Yakima	Pat Berndt

WEST VIRGINIA

Charleston	Jay Goldman
Wheeling	John Lipphardt
	Nicholas Sparachane

WISCONSIN

Appleton	Dorothy Johnson
	Timothy Hanna
Brookfield	Kathryn Bloomberg
Green Bay	Samuel Halloin
	Paul Jadin
	James Schmitt
Greenfield	Timothy Seider
Kenosha	John Antaramian
Madison	Joseph Sensenbrenner
	Sue Bauman
Milwaukee	John Norquist
Neenah	Marigen Carpenter
Racine	Gary Becker
Waukesha	Carol Opel

WYOMING

Cheyenne	Don Erickson
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**Kay Granger**

U.S. House of Representatives
Former Mayor of Fort Worth, TX
MICD 11, 1991

"It was the most important program that I attended as a mayor. Throughout my three terms, I kept coming back to what I had learned at the Institute and applying it to my city. I can think of at least three specific success stories that were the direct result of my participation. These include the creation of a grand boulevard in the place of a torn-down overpass, the rebuilding of our downtown library, and the reorientation of the city toward its waterfront. Honestly, in terms of what will last beyond me into the future, the Mayors' Institute had a greater influence than anything else I did while in office."



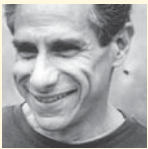
Courtesy of Wallace Roberts & Todd, LLC

Richmond's Canal Walk turns a piece of industrial heritage—a barge canal—into a popular urban amenity.

Alumni Faculty as of September 2004

More than 400 design professionals have served as resource team members at the Mayors' Institute on City Design.

Joan Abrahamson—Jefferson Institute / Douglas Allen—Hargreaves Associates / Stan Allen—Field Operations / Douglas Allen—Georgia Institute of Technology / Karen Alschuler—Simon Martin-Vegh
The Great American Station Foundation / Elinor Bacon—E.R. Bacon Development / Adele Fleet Bacow—Policy and Management Associates / Susan Balmori—Balmori Associates / Andrew Bague—
Craig Barton—University of Virginia / Cheryl Barton—Ken Kay Associates / Charles Bartsch—Northeast-Midwest Institute / Mary Catherine Bateson—George Mason University / Constance Beaumont
Bell—University of Maryland / Dena Belzer—Strategic Economics / Ralph Bennett—University of Maryland / Daniel Bennett—University of Arkansas / David Bergmann—Economic Research Associates
University of Pennsylvania / Edward Blakely—University of Southern California / Warren Boeschstein—University of Virginia / Chuck Bohl—University of Miami / **J. Max Bond**—
Bothwell—Urban and Landscape Design / Roberta Brandes Gratz—Author / H. Alan Brangman—Georgetown University / Benjamin Bratton—Southern California Institute of
House / Terry Brooks—Development Services / Catherine Brown / J. Carter Brown / Joseph Brown—EDAW / **Will Bruder**—Will Bruder Architects / Simeon
Walkable Communities / Tom Buresh—University of Michigan / Carol Burns—Harvard University / Taylor MacDougall Burns Architects / Shirl Byron—Morgan
Campos—Jones & Jones / Michael Carmichael—EDAW / Elaine Carmichael—ERA Associates / Donna Carter—Carter Design Associates / Colin Cathcart—
Cincinnati / Rick Chellman—TND Engineering / Susan Child—Child Associates / Jeffrey Chusid—University of Texas / John Clark—The John A. Clark Company /
Virginia / David Collins—City of Knoxville / Paula Collins—Western Development Group / Nancy Rutledge Conner / Robert Conratt / Judith Corbett—Local Government Commission
Cox—University of Virginia / David Crane—University of South Florida / Dana Crawford—Urban Neighborhoods / David Crockett—Chattanooga Institute for Sustainability / Walter
Deborah Dalton—University of Oklahoma / Elizabeth Danze—University of Texas / Deborah Darden—Lackawanna Field Office, National Park Service / Robert Davis—Seaside Community Dev. Co.
Deakin—University of California at Berkeley / Mario di Valmarana—University of Virginia / Eduardo Diaz—San Antonio Dept of Arts & Cultural Affairs / David Dillon—Dallas Morning News / Hank Dit
Dock—Meyer Mohaddes Associates / Harry Dodson—Harry Dodson Associates / Kathy Dorgan—Dorgan Architecture and Planning / Victor Dover—Dover, Kohl, & Partners / John Dowlin—Hamilton
of Maryland / Ruth Durack—Urban Design Center of Northeast Ohio / Juan Echaniz i Sans / Stanton Eckstut—Ehrehnkrantz & Eckstut Architects / John Eddy—Arup / Julie Eizenberg—Koning/Eizenb
Filson—Tulane University School of Architecture / Robert Fishman—University of Michigan / Nancy Fleming—SWA Group / Kristina Ford—New Orleans City Planning / Ronald Forman—Audubon Institute
& Roy / Dennis Frenchman—Lane Frenchman & Assoc. / Leslie Gallery / Elizabeth Gamard—Tulane University / Mario Gandelonas—Princeton University / Harvey Gantt—Gantt Huberman Archite
Architecture / Patricia Gay—Preservation Resource Center / Robert Geddes—Geddes Demshak Architecture & Planning / Stephanie Gelb—Battery Park City Authority / Rosalie Genevro—The Architect
/ Nathan Glazer—Harvard University / **Parris Glendening**—Smart Growth Leadership Institute / Harold Glover / Deborah Goddard—Harvard University / Terry Goddard—
District / Udo Greinacher—University of Cincinnati / Rick Greiwe—Downtown Cincinnati, Inc. / Toni Griffin—District of Columbia Office of Planning / Maxine Griffith—Phil
Halsband—RM Kliment & Frances Halsband Arch. / Robert Harris—University of Southern California / Pamela Hawkes—Ann Beha Associates / **Laurie Hawkinson**—
California at Berkeley / Tom Hester—Civitas / Chamelle Hicks—CHPlanning / Tony Hiss—Author / John Hoal—Washington University / David Hollenberg—National Park
Darby, & Levin / William Hudnut—Urban Land Institute / Ray Huff—Huff + Gooden Architects / Steven Hurtt—University of Maryland / Ernest Hutton—Hutton Associates
Public Schools / Gloria Jeff—Federal Highway Administration / Ronald Jensen—Arizona State University / **Carlos Jimenez**—Carlos Jimenez Studio
Mark Johnson—Civitas / Grant Jones—Jones & Jones / Mary Margaret Jones—Hargreaves Associates / Ellen Dunham Jones—Georgia Institute of Technology / Dennis
Urban Development / John Keene—University of Pennsylvania / Douglas Kelbaugh—University of Michigan / Katharine Kelley—Green Street Properties / Michael Kelly—
Lyndon/Buchanan Assoc / John MacManus—Teng Associates / Janet Majerus / Michael Manfredi—Weiss & Manfredi / Roger Martin—Martin & Pitz Assoc / Tom Martinson / **Thom Mayne**—
State University / William McDonough—University of Virginia / Brian McGrath—PATH Architects / Jill McGuire—Regional Arts Commission / Alistair McIntosh—Sasaki Associates / Segwick
& Building Services / Elizabeth Meyer—University of Virginia / Norman Millar—Woodbury University / Iris Miller—Catholic University / David Mohny—University of Kentucky / Harvey
Eric Owen Moss—South California Institute of Architecture / Anne Vernez Moudon—University of Washington / Jennifer Moulton / Grover Mouton—Tulane University
University of Padjen Architects / Patricia O'Brien—Patricia O'Brien Landscape Architecture / Cheryl O'Neil—Torti Gallas CHK / Gary Okerlund—Okerlund & Associates /
University of Texas / Mahendra Parekh—Morgan State University / Peter Park—City of Denver Community Development and Planning / Barbara Parmenter—University
P o o l e — P O O L E / **Robert Peck**—Washington Board of Trade / Barton Phelps—Barton Phelps and Assoc / **Elizabeth Plater-Zyberk**—
Associates/Roxanne Design/William Porter—MIT School of Architecture and Planning / Harry Porter—University of Virginia / Shelley
Reiter—Urban Instruments / Michael Replogle—Former Mayor of Cincinnati / Samina Quraeshi—University of Miami / Dennis Rash—University of North
Technology / Mark Robbins—National Endowment for the Environmental Defense Fund / Nicholas Retsinas—Harvard University / James Richards / Robert
University of Washington / Donald Royle—Washington Arts / Ian Robertson—The Robertson Company / **Jaquelin Robertson**—
/ Donovan Rypkema—Place Economics / Joaquin Sabate i Bel—CCRS Architects / Carl Safe—Washington University / **Stanley Saitowitz**—
Scheer—Scheer & Scheer / Mark Schimmenti—University of Tennessee / Roger Schluntz—University of New Mexico / Thomas Schmid—
Matthew Seltzer / Siddhartha Sen—Morgan State University / Richard Sennett—New York University / John Shaw—Rancon Financial Saitowitz & Associates
Merrick Sklarek—Jerde Partnership / Daniel Stone—McGuire, Woods, Battle and Boothe / Ken Smith—Ken Smith Landscape Architect / Center for Disease C
California at Berkeley / Richard Sommer—Harvard University / Michael Sorkin—The Michael Sorkin Studio / Michael Southworth— Corp / Donald Shea
Architecture / Dianne Steinbach—City of Madison Planning & Development / Frederick Steiner—University of Texas / James Janet Marie Smith—T
Associates / Eric Swanson—The LandBank Group / **Marilyn Taylor**—University of California at Berkeley / Michael Stockard—Harvard University / Roy Strick
Pennsylvania / Susan Torre—Team for Environmental Architecture / Harriet Traurig / Skidmore Owings and Merrill / William Taylor—University of Cincinnati / Ralph
University / Karen Van Lengen—University of Virginia / Thomas Vint / David Walters—
/ Cynthia Weese—Washington University / Martha Lampkin Welborne—Surface Transit
Michael Willis—Michael Willis & Associates / Patricia Wilson—National Trust for
Historic



ue Winkelstein Morris / Andrew Altman—District of Columbia
Urban Design Center of Northeast Ohio / **Julie Bargmann**—



Office of Planning / Thomas Anding—University of Minnesota / John Archer—University of Minnesota / Elmo Baca—
University of Virginia / Jonathan Barnett—University of Pennsylvania / Richard Baron—McCormack Baron & Assoc /

nt—National Trust for Historic Preservation / Laurie Beckelman—World Monuments Fund / Robert Becker—Audubon Institute / William Beetle—New Jersey Department of Transportation / Matthew
tes / Fred Bernstein—Author / Anita Berrizbeitia—University of Pennsylvania / Mina Wright Berryman—National Endowment for the Arts / Jay Biggins—Stadtmauer, Bailkin-Biggins / Eugene Birch—

Davis, Brody & Assoc / Ben Boozer—South Carolina Downtown Development Association / Amy Bortz—Towne Properties / Peter Bosselman—University of California at Berkeley / Stephanie
Architecture / Joseph Breitenicher—Philanthropic Initiative / Susanne Brendel-Pandich—National Trust for Historic Preservation / Todd Bressi—Pratt Institute / Annette Bridges—Scott Joplin

Bruner—Bruner-Cott, Associates / Charles Buki—Neighborhood Reinvestment Corp. / John Bullard—University of Massachusetts / Ignacio Bunster-Ossa—Wallace Roberts & Todd / Dan Burden—
State University / Bruce Cain—University of California at Berkeley / Peter Calthorpe—Calthorpe Associates / Mark Cameron—Morgan State University / Robert Campbell—The Boston Globe / Mario

Kiss & Cathcart Architects / Karen Chapple—University of California at Berkeley / **Adele Chatfield-Taylor**—
Janine Clifford—Clifford Planning / **Henry Cobb**—

tion / Fernando Costa—City of Fort Worth Planning



Pei, Cobb, Freed, & Partners / Rick
Department / John Costonis—



American Academy in Rome / Jay Chatterjee—University of
Cole—Former Mayor of Pasadena / Richard Collins—University of

ter Cudnohufsky—Walter Cudnohufsky & Associates
rp. / Thomas Davis—University of Texas / Marleen

tmarmar—Reconnecting America / David Dixon—Goody,
County Commission / Robert Dripps—University of

erg Architecture / **Merril Elam**—

Scogin, Elam & Bray / Nan Ellin—Arizona State University / Russell Ellis—University of California / Ray Farris—Tuscan Development / Ronald
California at Berkeley / Iain Fraser—Washington University / Philip Freelon—The Freedom Group Architects / Eduardo Freer—Johnson, Johnson

Institute of Technology / Diane Dale—University of Virginia /
de Monchaux—Massachusetts Institute of Technology / Elizabeth

ects / Kathleen Garcia—Wallace
ural League of New York / Robert



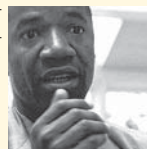
Roberts & Todd / Alexander Garvin—NYC 2012 / Augustin Garza—Garza Group / Ray Gastil—The Van Alen Institute / Don Gatzke—Tulane School of
Gibbs—Gibbs Planning Group / Deirdre Gibson—National Park Service / Tom Gilmore—Gilmore Associates / Adam Glaser—Washington University

Dobbins—Atlanta Planning & Development Commission / Fred
Virginia / Andres Duany—Duany Plater-Zyberk & Co. / Joseph Duckworth—Arcadia Communities, Inc. / Karl DuPuy—University

Former Mayor of Phoenix / Joan
Philadelphia Planning Commission /



Smith-Miller + Hawkinson Architects / Duncan Hazard—Polshek Partnership Architects / Clifton Henry—Hammer, Siler, George and Associates / Randolph Hester—University of
Service / Cindy Holler—Fannie Mae / Michael Holleran—University of Colorado / **Walter Hood**—



University of California at Berkeley / Philip Howard—Howard,
University of California at Berkeley / Clifford Janey—Rochester

Center College of Design / Spiro Kostof / **Alex Krieger**—

Harvard University / Leon
Canadian Centre for Architecture / William Lamont—Murray Lamont & Assoc. / Robert Lane—Regional Plan

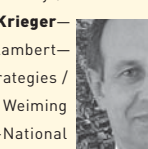
William Johnson—Peter Walker/William Johnson & Partners /
Group / Jerold Kayden—Harvard University / Frank Keefe—JMB

nd—The Mary Ingraham Bunting Institute / Phyllis Lambert—
enter City District / Robert Lewis—Development Strategies /

James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

Krier—Architect / John Kriken—Skidmore, Owings & Merrill / Ken
Krier—Architect / John Kriken—Skidmore, Owings & Merrill / Ken

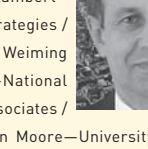
Georgia / Fidel Lopez—Broadacre Management Co / Weiming
Morphosis / Randolph McAusland—National



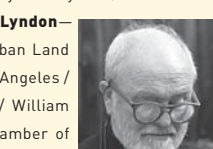
Endowment for the Arts / Maureen McAvey—Urban Land
Rebecca Mendez—University of California at Los Angeles /

University of California at Berkeley /
Institute / Ron McCoy—Arizona

Mead / Mary Means—Mary Means & Associates /
Molotch—New York University / Steven Moore—University of Texas / Linda Morgan—OENJ Cherokee Corporation / William

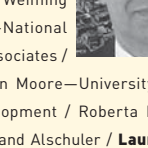


James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—



Stephen Metli—Sioux Falls Planning
Morrish—University of Virginia /

Stan Mulvihill—Civitas Project Development / Roberta Mundie—Mundie & Associates / Nancy Nolan—Atlanta Chamber of
Oyeshola Olatoye—Hamilton Rabinovitz and Alschuler / **Laurie Olin**—



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

Commerce / Enrique Norton—
Capitol METRO / Elizabeth Paden—

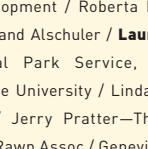
of Texas / John Parsons—National Park Service, National
Duany Plater-Zyberk & Co. / Alan Plattus—Yale University / Linda Pollak—



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

Capitol METRO / Elizabeth Paden—
Capital Region / Joseph Passonneau—Joseph Passonneau & Partners / Robert Paterson—

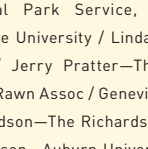
Poticha—Congress for the New Urbanism / Jerry Pratter—The Stolar
Carolina at Charlotte / William Rawn—William Rawn Assoc / Genevieve Ray—



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

Harvard University / Sharon Lee Polledri / Stefanos Polyzoides—Moule & Polyzoides / Kathy
Partnership / Michele Pride-Wells—University of Kentucky / Michael Pyatok—Pyatok and

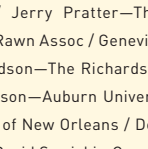
Richardson—City of Cincinnati / Hunter Richardson—The Richardson Group
Cooper, Robertson & Partners / Michael Robinson—Auburn University / Susie Rodriguez—Polshek Partnership Architects / Catherine Ross—Georgia Institute of Technology / Charles Royer—



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

University of Pennsylvania
Architecture / Brenda

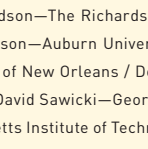
Control and Prevention / Mark Schuster—Massachusetts Institute of Technology / Martha Schwartz—Martha Schwartz, Inc. / Mack Scogin—Scogin, Elam
—Downtown Development District / William Shutkin—Massachusetts Institute of Technology / Fred Silva—Public Policy Institute of California / Roger



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
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Simmonds / Norma
Solomon—University of

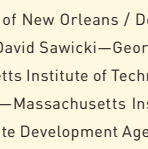
BA Properties / Sarah Smith—Arts in Transit, Bi-State Development Agency / Kennedy Lawson Smith—National Trust for Historic Preservation / Daniel
Michael Speaks—Southern California Institute of Architecture / Frank Spielberg—SG Associates / Kiril Stanilov—University of Cincinnati / Michael



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

Stanton—Michael Stanton
University of

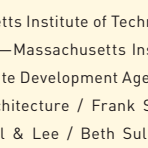
Michigan / Donald Stull—Stull & Lee / Beth Sullebarger—Cincinnati Preservation Association / Deborah Sussman—Sussman/Pejza and Co. / Starling Sutton—Sutton and
Tharp—Land Strategies Corporation / Bing Thom—Bing Thom Architects / Thomas Thomson—Washington University / Ross Tilghman—TDA Illinois / Anthony Tomazinis—University of



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

University of Pennsylvania
Architecture / Brenda

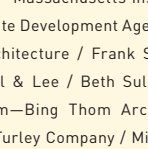
oment Strategies / Sam Bass Warner / Alex Washburn— W Architecture / Elizabeth Waters / Stroud Watson—Riverfront Downtown Planning and Design Center / Gregory Weaver—Catellus Development
sley—University of Pennsylvania / Carroll Westfall—Notre Dame University / Deborah Whitehurst—Arizona Community Foundation / William Whyte—Author / William Williams—Rice University /



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

Stanton—Michael Stanton
University of

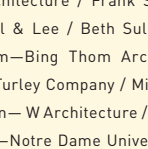
Regional Plan Association / Robert Yaro—Regional Plan Association / Patricia Zingsheim / Donald Zuchelli—ZHA / Charles Zucker—American Institute of Architects



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

Stanton—Michael Stanton
University of

ing—Freedman, Tung & Bottomley / Henry Turley—Turley Company / Michael Underhill—Arizona State University / Max Underwood—Arizona State University / W. Davis Van Bakergem—Washington



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

Stanton—Michael Stanton
University of

Regional Plan Association / Robert Yaro—Regional Plan Association / Patricia Zingsheim / Donald Zuchelli—ZHA / Charles Zucker—American Institute of Architects



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

Stanton—Michael Stanton
University of

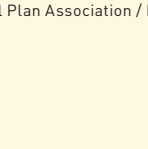
Regional Plan Association / Robert Yaro—Regional Plan Association / Patricia Zingsheim / Donald Zuchelli—ZHA / Charles Zucker—American Institute of Architects



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

Stanton—Michael Stanton
University of

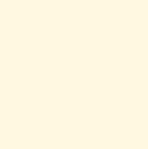
Regional Plan Association / Robert Yaro—Regional Plan Association / Patricia Zingsheim / Donald Zuchelli—ZHA / Charles Zucker—American Institute of Architects



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Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

Stanton—Michael Stanton
University of

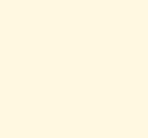
Regional Plan Association / Robert Yaro—Regional Plan Association / Patricia Zingsheim / Donald Zuchelli—ZHA / Charles Zucker—American Institute of Architects



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

Stanton—Michael Stanton
University of

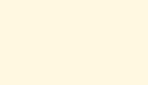
Regional Plan Association / Robert Yaro—Regional Plan Association / Patricia Zingsheim / Donald Zuchelli—ZHA / Charles Zucker—American Institute of Architects



James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Stephen
Lu—Lowertown Redevelopment / **Donlyn Lyndon**—

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Case Study Louisville Waterfront Park

Jerry Abramson

Mayor of Louisville, KY

A little more than a decade ago, downtown Louisville was isolated from the Ohio River and its heritage by an interstate highway, industry on the waterfront, and decades of neglect. But today Waterfront Park has become the “living room for the city,” where locals and tourists come to connect with the city’s history, stroll along the river, board riverboats, and enjoy outdoor festivals.

The rebirth of the riverfront began with the election of Jerry Abramson as mayor in 1985 and picked up momentum when he attended the Mayors’ Institute on City Design. Mayor Abramson was elected to office in a city nicknamed “River City,” but Louisville’s pedestrian and recreational access to the Ohio River was severed in 1972 when an elevated highway along the waterfront was constructed.

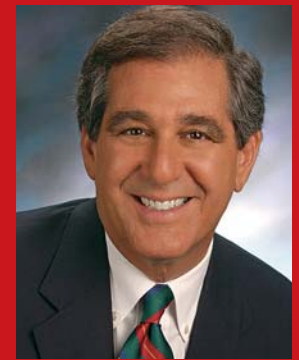
From the beginning, Mayor Abramson believed that the fabric of Louisville’s downtown had to be stitched back together for it to function best. He turned to the Mayors’ Institute for guidance.

As a participant in the twelfth national Institute in 1992, the Mayor discussed his vision for Louisville’s downtown with the design experts around the table. These included urban designers, park planners, and experienced developers from other cities with revitalized waterfronts who were excited about the opportunity to bring their expertise to Louisville.

In a lively 90-minute brainstorming session of the sort that has become a hallmark of the Mayors’ Institute, these experts, Mayor Abramson, and the other invited mayors



Case study images courtesy of Hargreaves Associates, facing page and inset photos by John Gellings; next page, bottom by Geoffrey Carr



Jerry Abramson

Mayor of Louisville, KY

MICD 12, 1992

“From my experience with the Mayors’ Institute on City Design, I’ve gained a greater appreciation for the value of design and its importance in improving communities. As mayor, you can’t create a vision for your community without including design as a critical component.”

proposed design alternatives and argued their merits, in hope that the best ideas would be incorporated into the city’s plan.

Mayor Abramson returned to his city with renewed vision and vigor. The Mayor, the 15-member Louisville Waterfront Development Corporation that he created, and the firm Hargreaves Associates that he hired to develop a master plan began to deliver on the promise of the Mayors’ Institute discussions.

“We made smart design decisions working with a great designer,” the Mayor said. “We assembled a strong team and involved the community in the planning. The park’s scale and use of space make it an appealing and long-lasting part of our local landscape.”

To reconnect downtown to the waterfront, streets were reconfigured and a highway on-ramp was moved to open up views. Despite those changes, the river was still not visible from most downtown streets. To correct this problem a new park was gradually sloped toward the river, allowing for direct views and acting as a visual focal point. New lighting, public art, and water features were added to enliven the waterfront.

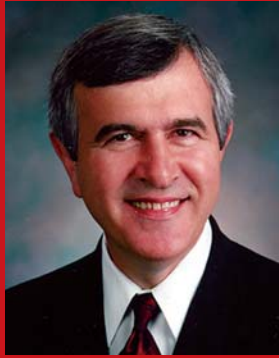
The project continues. At this time, 72 acres of waterfront have been converted from industrial to public space. Fundraising for an additional 13 acres is underway, and there are plans to build a pedestrian bridge across the river.



If crowds are any indication, the effort is a success. More than one million people visit the waterfront each year, and an estimated 5,000 people work in a waterfront district which once had only a hundred or so employees.

A ragged strip of industrial land bordered by railroads, junkyards, and a snarl of highways has become a place where residents and visitors enjoy the best of Louisville. This good news story is one of dozens nationwide where the Mayors' Institute on City Design has played a role in the physical transformation of an American city.

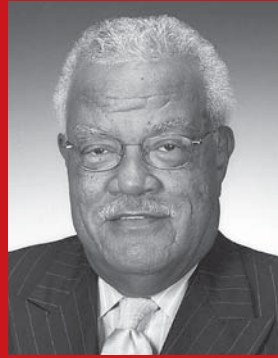




Mike Johanns

**Governor of Nebraska
Former Mayor of Lincoln, NE
MICD 13, 1992**

“I enthusiastically support the Mayors’ Institute. I came back to Lincoln excited and well prepared to bring design to basic services in a way that gives return and reward to the taxpayer.”



William Johnson

**Mayor of Rochester, NY
MICD 17, 1994 / MICD GSA
Special Session, 2000**

“The opportunity to share ideas and probe concepts and plans with colleagues and design professionals over a two-day period is a rewarding experience that no amount of money can buy. In more than 33 years of professional experience, no program or learning experience has been more beneficial to me than this one.”



Manuel Diaz

**Mayor of Miami, FL
MICD 34, 2004**

“All of the great things I heard about the Mayors’ Institute were proved true. I only wish I had made the time earlier to attend. The quality of the resource professionals and the ensuing discussions exceeded my high expectations and gave me some valuable insight into the physical future of my city. To each of my colleagues at the U.S. Conference of Mayors: If you are lucky enough to be invited, don’t pass up the opportunity to attend.”

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